

MINUTES

SCHEDULED COUNCIL MEETING

WARRNAMBOOL CITY COUNCIL

5:45 PM - MONDAY 1 NOVEMBER 2021



VENUE:

**Lighthouse Theatre Studio
Lighthouse Theatre
Timor Street
Warrnambool**

COUNCILLORS

Cr. Richard Ziegeler (Mayor)
Cr. Otha Akoch
Cr. Debbie Arnott
Cr. Ben Blain
Cr. Vicki Jellie AM
Cr. Angie Paspaliaris
Cr. Max Taylor

Copies of the Warrnambool City Council's Agendas & Minutes
can be obtained online at www.warrnambool.vic.gov.au

Peter Schneider
CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

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

BEHAVIOUR AT COUNCIL MEETINGS

Thank you all for coming – we really appreciate you being here. These meetings are the place where, we as Councillors, make decisions on a broad range of matters. These can vary greatly in subject, significance and the level of interest or involvement the community has. As part of making these decisions, we are presented with comprehensive information that helps us to form our position – you will find this in the agenda. It should also be remembered that the Council meeting is a “meeting of the Council that is open to the public”, not a “public meeting with the Council.” Each Council is required to have Governance Rules that pertains to meeting procedures. Warrnambool City Council has followed best practice in this regard and its Governance Rules provides regulations and procedures for the governing and conduct of Council meetings. Copies of the Conduct and Behaviour excerpt from Warrnambool City Council's Governance Rules can be obtained online at www.warrnambool.vic.gov.au. We thank you in anticipation of your co-operation in this matter.

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**MINUTES OF THE SCHEDULED MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD
IN THE LIGHTHOUSE THEATRE STUDIO, LIGHTHOUSE THEATRE, TIMOR STREET,
WARRNAMBOOL ON MONDAY 1 NOVEMBER 2021 COMMENCING AT 5:45 PM**

PRESENT: Cr. Richard Ziegeler, Mayor/Chairman
Cr. Otha Akoch
Cr. Debbie Arnott
Cr. Ben Blain
Cr. Vicki Jellie AM
Cr. Angie Paspaliaris
Cr. Max Taylor

IN ATTENDANCE: Mr Peter Schneider, Chief Executive Officer
Mr Peter Utri, Director Corporate Strategies
Mr David Leahy, Director City Infrastructure
Mr Andrew Paton, Director City Growth
Ms Jodie McNamara, Acting Director Community Development
Ms. Wendy Clark, Executive Assistant

1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT

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

ORIGINAL CUSTODIANS STATEMENT

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

2. APOLOGIES

Nil.

3. CONFIRMATION OF MINUTES

MOVED: CR VICKI JELLIE

SECONDED: CR DEBBIE ARNOTT

That the Minutes of the Scheduled Meeting of Council held on 4 October 2020 and the Minutes of the Annual (Statutory) Meeting held on 25 October 2021, be confirmed.

CARRIED - 7:0

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

Section 130 of the Local Government Act 2020 (Vic) (**the Act**) provides that a relevant person must disclose a conflict of interest in respect of a matter and 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 meeting and any action in relation to that matter.

Section 126(2) of the Act sets out that a relevant person (Councillor, member of a delegated Committee or member of Council staff) has a conflict of interest if the relevant person has a **general conflict of interest** within the meaning of section 127 of the Act or a **material conflict of interest** within the meaning of section 128 of the Act.

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.

A relevant person has a **material conflict of interest** in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

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

Nil.

5. MAYORAL PRESENTATION

The Mayor acknowledged the wonderful work that Cr. Vicki Jellie did during her term as Mayor and the establishment of this new Council as a new phase in Local Government for Warrnambool. Thankyou Cr Jellie for your work, you did a wonderful job representing Warrnambool. Thank you.

I would also like to mention that my first week has been an interesting one, an enormous number of emails and phone calls making comment on my election as Mayor. There have been a couple of official functions I have had to attend in person or by phone; the details of which I am happy to elucidate at a later time.

I would like to acknowledge the election also and appointment of Cr Debbie Arnott as the Deputy Mayor and I look forward to working closely with you during the coming term.

6. PUBLIC QUESTION TIME

Nil.

7. REPORTS

7.1. PRESENTATION OF ANNUAL REPORT 2020-2021

DIRECTORATE : Corporate Strategies

PURPOSE:

For Council to consider the Annual Report 2020-2021.

EXECUTIVE SUMMARY

Under section 100 of the Local Government Act 2020 the Mayor must report on the implementation of the Council Plan by presenting the Annual Report at an open Council meeting.

This annual report covers the fiscal year 2020-2021 and falls within the time frame covered by the Council Plan 2017-2021 which has since been replaced with a new four-year plan.

The report contains a report on operations along with performance and financial statements which describe Council's efforts over the fiscal year as it pursues objectives in the Council Plan.

The Annual Report shows that several Council services were impacted by the COVID-19 pandemic. The Lighthouse Theatre, Warrnambool Stadium, Flagstaff Hill Maritime Village, AquaZone and the Warrnambool Art Gallery among the services required to close for large periods of time. This in turn affected Council staff with a number of staff stood down at the height of the major lockdown in 2020.

The demand for other Council services continued unabated. Many staff continued to work from home, other staff continued to provide "frontline" services and care, particularly those in Home Support area who help some of the more disadvantaged community members in their homes.

Council's outdoor staff continued to perform regular duties and including the maintenance of open spaces and buildings.

Work on major infrastructure projects, including the redevelopment of Reid Oval and the Learning and Library Hub, also continued.

MOVED: CR DEBBIE ARNOTT

SECONDED: CR OTHA AKOCH

That Council endorses the Warrnambool City Council Annual Report 2020-2021.

CARRIED - 7:0

BACKGROUND

Section 98 of the Local Government Act 2020 states that Council must prepare an annual report for each financial year.

The annual report must contain:

- (a) a report of operations of the Council;
- (b) an audited performance statement;
- (c) audited financial statements;
- (d) a copy of the auditor's report on the performance statement;

- (e) a copy of the auditor's report on the financial statements under Part 3 of the **Audit Act 1994**;
- (f) any other matters prescribed by the regulations.

The operations section of the report must contain:

- a) a statement of progress on implementation of the Council Plan, which includes the results of the strategic indicators;
- (b) a statement of progress in relation to the major initiatives identified in the budget or a revised budget;
- (c) the prescribed indicators of service performance for the services provided by the Council and funded in the budget during the financial year, the prescribed measures relating to those indicators and the results achieved in relation to those performance indicators and measures;
- (d) any other information prescribed by the regulations.

At its meeting in August and in accordance with the requirements of the Local Government Act 2020 Council gave in-principle approval to the acceptance of the performance statement and financial statements, subject to a final sign-off from the Victorian Auditor General's Office. This in-principle approval also allowed the Councilor representatives of the Audit and Risk Committee the authority to conclude the final statements when approval was returned from the Auditor General's Office.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

5 An effective Council

5.2 Engaged and informed community: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

TIMING

The Annual Report must be submitted to the Minister for Local Government within three months of the end of the fiscal year (September 30). Following the submission to the Local Government Minister the report must be considered at an open meeting of Council. The Minister informed the industry this year that an extension to the end of November would be granted due to many Councils experiencing difficulties in completing the works due to COVID-19 interruptions. However, Warrnambool Council was well placed in the conclusion of its report only awaiting the finalization of the Corangamite Regional Library Corporation's annual accounts to finish the report to the Minister.

COMMUNITY IMPACT/CONSULTATION

Through the presentation of the Annual Report the Council is informing the community of its performance over the 2020-2021 fiscal year. The annual report in its substantive form has been available to the community since the August meeting it was first considered. The final version now includes the final figures received from the Corangamite Regional Library Corporation, of which Council was a member for the 2020–2021 fiscal year.

LEGAL RISK/IMPACT

N/A

OFFICERS' DECLARATION OF INTEREST

N/A

CONCLUSION

The consideration of the Annual Report at an open Council meeting fulfills the requirements of the Local Government Act in relation to annual reporting.

ATTACHMENTS

1. 3003 Annual Report [7.1.1 - 192 pages]



WARRNAMBOOL
CITY COUNCIL

WARRNAMBOOL CITY COUNCIL **ANNUAL REPORT 2020-2021**

REPORT OF OPERATIONS THE YEAR IN REVIEW



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INTRODUCTION

This annual report includes a report of operations and financial and performance reports for the 2020-2021 year.

Warrnambool City Council is committed to transparent reporting and accountability. The Annual Report 2020-2021 is the primary means of advising the Warrnambool community about council's operations and performance during the financial year.

The annual report content follows the model provided by Local Government Victoria.

SNAPSHOT OF COUNCIL

Demographic profile

The municipality of Warrnambool covers 120sqkm in Victoria's South West.

It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford.

It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

Warrnambool is the major regional centre for health care, education, professional services and sport and culture.

Warrnambool's economy generates an annual output of \$4.678 billion accounting for over 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

There are 16,651 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

- Healthcare and social assistance;
- retail trade;
- education and training;
- accommodation and food services;
- construction; and,
- manufacturing.

The construction industry makes the greatest contribution to economic output in the region, which at \$582.5 million accounts for 12.82 per cent of total output.

Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



GUIDING OUR ACTIONS

Council activities are guided by key strategic documents. These include the four-year Council Plan, developed by Councillors and adopted within six months of a Local Government election. The Council Plan, which is revised annually, also acknowledges the goals of the long-term community plan, Warrnambool 2040 (W2040).

Council, in partnership with the community, developed W2040 over 2017 and 2018. A long-term community plan, or vision, is now a requirement under the new Local Government Act 2020. The Council Plan aligns with the goals of W2040.

The icons beside the Council Plan objectives and the W2040 visions below will appear throughout this report to provide readers with an insight into the strategic origins of Council's actions and initiatives.

Note: the following vision and strategic objectives apply for the 2020-2021 reporting period but have since changed with the adoption of the 2021-2025 Council Plan.

OUR VISION

A cosmopolitan city by the sea.

Our strategic objectives



1. Sustain, enhance and protect the natural environment.



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



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



4. Develop a smarter economy with diverse and sustainable employment.



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

Warrnambool 2040 – the long term community vision

W2040 has four broad objectives, these are:



People. Warrnambool will be a city where all people thrive.



Economy. Warrnambool will be Australia's most resilient and thriving regional economy.



Place. Warrnambool will be Australia's most liveable regional city.



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



ORGANISATIONAL VALUES

We value:

Accountability

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

Collaboration

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

Respect

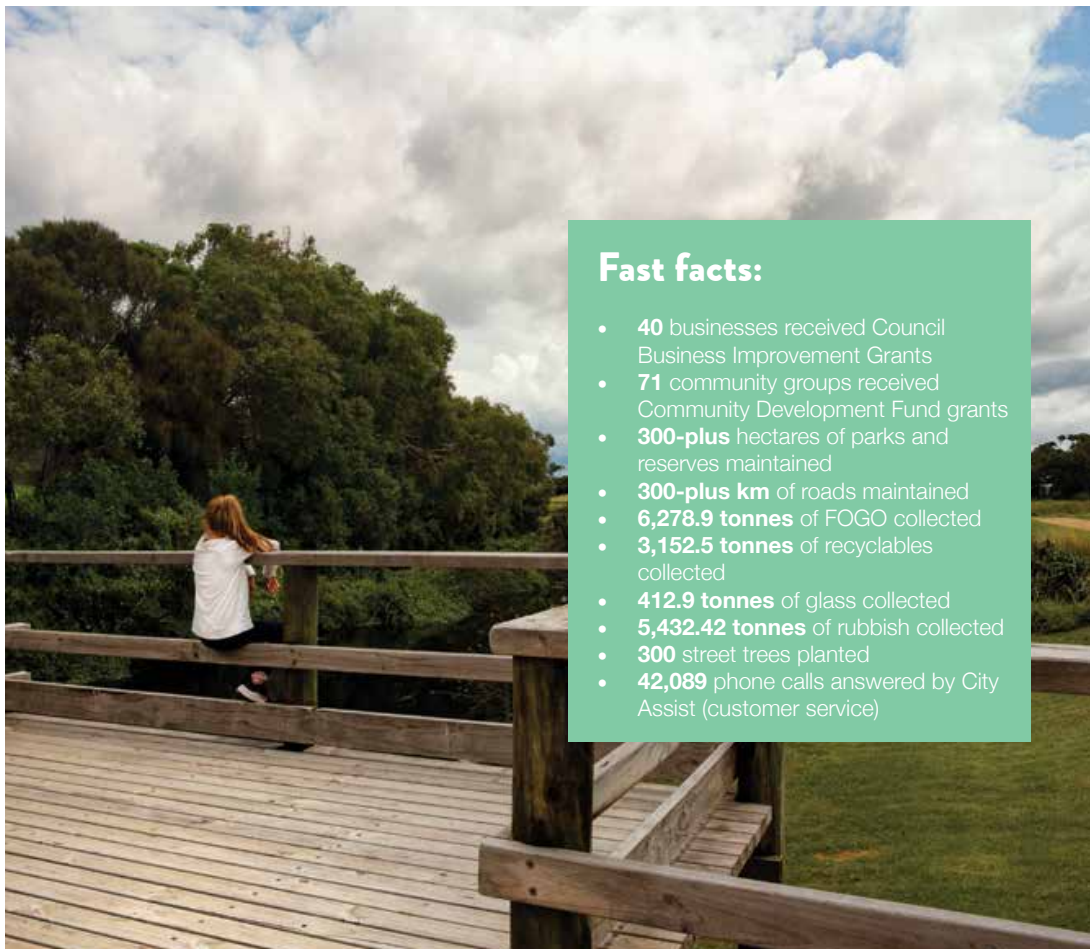
We will treat everyone with dignity, fairness and empathy, providing others with the opportunity to share views and to be heard.

Progressiveness

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

Wellbeing

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



Fast facts:

- **40** businesses received Council Business Improvement Grants
- **71** community groups received Community Development Fund grants
- **300-plus** hectares of parks and reserves maintained
- **300-plus km** of roads maintained
- **6,278.9 tonnes** of FOGO collected
- **3,152.5 tonnes** of recyclables collected
- **412.9 tonnes** of glass collected
- **5,432.42 tonnes** of rubbish collected
- **300** street trees planted
- **42,089** phone calls answered by City Assist (customer service)



WARRNAMBOOL
CITY COUNCIL

REPORT OF
OPERATIONS
2020-2021
THE YEAR IN REVIEW



A MESSAGE FROM THE MAYOR

This Annual Report details Warrnambool City Council's efforts towards achieving the strategic objectives outlined in the 2017-2021 Council Plan. This is the first annual report presented by this Council following the Victorian Local Government election held in October 2020.

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

In providing good governance the Council must follow the following principles:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

- the municipal community is to be engaged in strategic planning and strategic decision making;
- innovation and continuous improvement is to be pursued;
- collaboration with other Councils and Governments and statutory bodies is to be sought;
- the ongoing financial viability of the Council is to be ensured;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- the transparency of Council decisions, actions and information is to be ensured.

This Council report covers the financial year to June 30, 2021 and includes reporting on the strategic objectives of the Council Plan 2017-2021, now replaced with a new four-year Council Plan covering 2021-2025.

During 2020-2021, COVID-19 had a significant impact on our community. Council was also profoundly affected with a number of our services having to close or operate under tight restrictions. These included AquaZone, the Lighthouse Theatre, Warrnambool Stadium, the Visitor Information Centre, Flagstaff Hill Maritime Village, the Archie Graham Community Centre and the Warrnambool Art Gallery.

Closures meant that a number of casual staff were without work and unfortunately financial support such as JobKeeper payments were not made available to Council workers.

A number of Council's services were defined as essential and were permitted to continue at pre-pandemic levels. These included our Home Support Services. At the height of the lockdown in 2020 and with a great deal of uncertainty around the transmissibility of COVID-19, Council staff were still providing domestic care in people's homes and helping with everyday tasks including showering, dressing, eating and grocery shopping.





Our Child and Family Service programs also continued to provide essential services throughout the continued COVID-19 pandemic.

Maternal Child Health (MCH) supported an increase of 50 first-time mothers compared to last year along with 1,924 Key Age assessments, 150 hours of first parent groups, 231 hours of additional consultations to support families with additional child health needs and 963 hours of MCH flexible capacity activities.

Parenting and Children Services programs continued to provide support to families with complex needs with over 5900 hours of support provided through case management, parent education, parenting assistance and supported playgroups.

Kindergarten, Early Learning Centres and Family Day Care continued to provide high quality Education and care for children with over 657 children participating in regular sessions and formal education and care.

While COVID-19 took its toll, changing the way we live, over time our community – including our business community – demonstrated resilience and innovation.

Many of Warrnambool's businesses adapted quickly to the changing conditions. As we emerged from the long lockdown in 2020 our employment numbers made an encouraging recovery.

As a centre that provides health, education, retail and professional services to the region Warrnambool has been able to weather the pandemic reasonably well.

However we are mindful that employment numbers describe a big picture perspective of the city's

economy and there will be a number of businesses who have done it really tough over the past year.

We know the accommodation and food services sector was harder hit than most.

By contrast the construction sector was extremely busy with a record number of dwellings built in the city over the financial year.

Overall, the future looks bright for our city and the experiences of the past year show how resilient our residents and businesses are.

Highlights

Advocacy and engagement

Over 2020-2021 a number of items identified in Council's Advocacy Strategy 2019-2023 were provided with funding.

These included Stage 2 of the Warrnambool Base Hospital redevelopment, the Princes Highway West upgrade, the Warrnambool railway line upgrade, the hydrogen energy research centre at Deakin University and a new boat ramp at the Port of Warrnambool.

While these were not all projects managed or "owned" by Council we had a role to play in showing that these were important to our community and deserving of support by the State and/or Commonwealth governments.

Council will continue to seek support to deliver actions outlined in the Port of Warrnambool Master Plan

Thank you

Despite the impact of pandemic lockdowns and disruptions Council has delivered on wide ranging commitments to the community. I would like to thank our councillors for their commitment to Warrnambool City Council and their ongoing efforts on behalf of residents. I also thank businesses, members of community groups and council officers for all having contributed to improving the liveability and amenity of our great city.

Cr Vicki Jellie
Mayor
Warrnambool City Council



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

On behalf of Warrnambool City Council it is a great pleasure to present council's Annual Report for the year 2020-2021.

The Chief Executive Officer is responsible for:

- supporting the Mayor and the Councillors in the performance of their roles; and
- ensuring the effective and efficient management of the day to day operations of the Council.
- ensuring that the decisions of the Council are implemented without undue delay;
- ensuring that the Council receives timely and reliable advice about its obligations under this Act or any other Act;
- supporting the Mayor in the performance of the Mayor's role as Mayor;
- setting the agenda for Council meetings after consulting the Mayor;
- when requested by the Mayor, reporting to the Council in respect of the implementation of a Council decision;
- 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.

This was a challenging year for Council as the impact of the pandemic continued into the 2020-2021 financial year.

Encouragingly however, Warrnambool's economy continued to show resilience as the pandemic took hold of the national economy.

While Australia's unemployment rate had dropped to 5.5 per cent in April 2021, recent figures for Warrnambool showed unemployment at just 3.3 per cent.

In March 2020 the total jobs number in Warrnambool was estimated at 16,653.

In May last year during the prolonged phase of restrictions the number of jobs dipped to an estimated 16,101.

However it began to recover from there and in March this year the total jobs in Warrnambool numbered 16,651.

Consumer spending in Warrnambool over 2019-2020 was \$720 million, over 2020-2021 the figure had grown to \$798 million.

Warrnambool's population continues to show steady growth of about one per cent each year and this contributes to residential building activity and construction jobs.

While a number of regional Victorian cities are growing at a faster rate – Geelong, Ballarat and Bendigo – our city is growing at a manageable rate.

The number of new dwellings built in Warrnambool over 2019-2020 was 204, of which 198 were defined as houses, over 2020-2021 there were 407

new homes, of which 322 were houses.

The remaining 85 were other residential buildings including townhouses, flats, units or apartments. This growing housing diversity is responding to demands within Warrnambool for different types of homes including smaller, more affordable housing.

Organisational performance

At the end of June 2021, council's financial position remains sound.

Operating expenditure for 2020-2021 was tightly controlled and council's underlying operating income was 11% higher and expenditure was 1% lower respectively than the Annual Budget adopted in June 2020.

Asset management remains a key focus of Council with \$13.9 million being spent on renewing and upgrading our assets.

Highlights for 2020-2021 include the ongoing rollout of our four-bin waste management system which will continue to build on the volume of material diverted from landfill. Progress on the \$10.7 million Reid Oval upgrade and on the new \$20.25 million Learning and Library Hub, a shared project with the South West Institute of TAFE, were other highlights which, when complete, will deliver greatly improved sporting, recreational and learning outcomes for the community.

Thank you

In what was a really challenging year for all communities across Victoria, I would like to take the opportunity to acknowledge Councillors, the local community and all Warrnambool City Council staff who have contributed to delivering our council's vision and council plan.

Peter B. Schneider
Chief Executive Officer

Note: Over the 2020-2021 financial year Peter Schneider served as Chief Executive Officer until July 13, 2020 and then from June 20, 2021. Vikki King served as Acting Chief Executive Officer from July 13, 2020, to May 24, 2021. Gary Gaffney served as Acting Chief Executive Officer from May 24 to June 15, 2021, prior to Peter Schneider returning to the CEO position

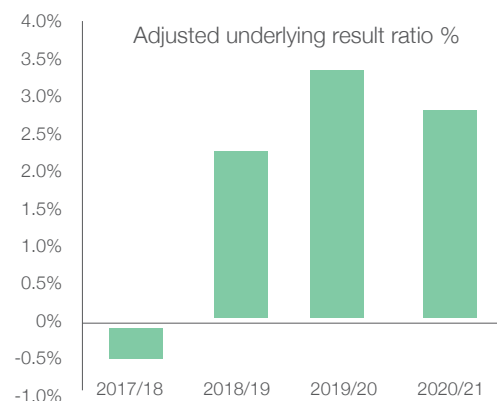




FINANCIAL SUMMARY

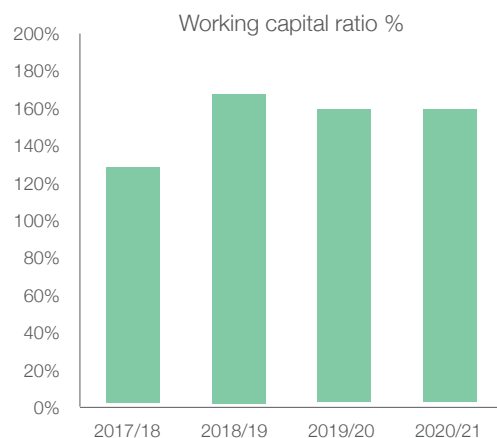
Operating position

Council achieved an accounting surplus of \$12.09 million in 2020-21 which is in line with the surplus from the prior year. The COVID-19 restrictions have had a substantial impact on the income of Council with a number of facilities required to close, Council has managed to offset the majority of this impact through reducing controllable expenses and standing down staff where appropriate. The adjusted underlying surplus of council, after removing non-recurrent capital grants, non-monetary capital contributions, profit/loss on sale of equipment and major expensed capital works, is a surplus of \$2.00 million or 2.7% (\$2.50m or 3.3% in 2019/20). Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$640 million of community assets under Council's control.



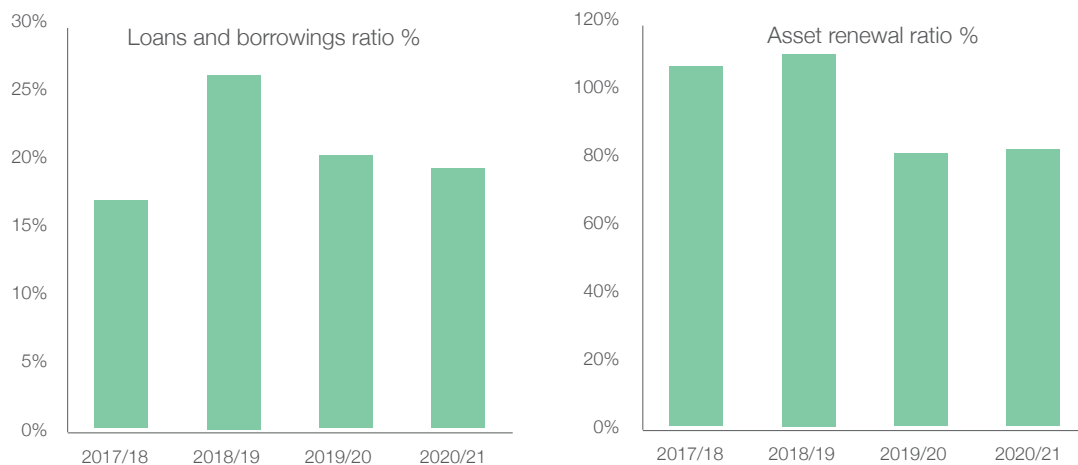
Liquidity

The working capital ratio has remained consistent with prior years at 158.9% (158.7% in 2019/20). This is above Council's long-term average and is mainly due to a number of government grants received in advance for provision of services or project delivery that will occur in the 2021/22 financial year. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 158.9% is an indicator of satisfactory financial position and within the expected target band of 100% to 200%.



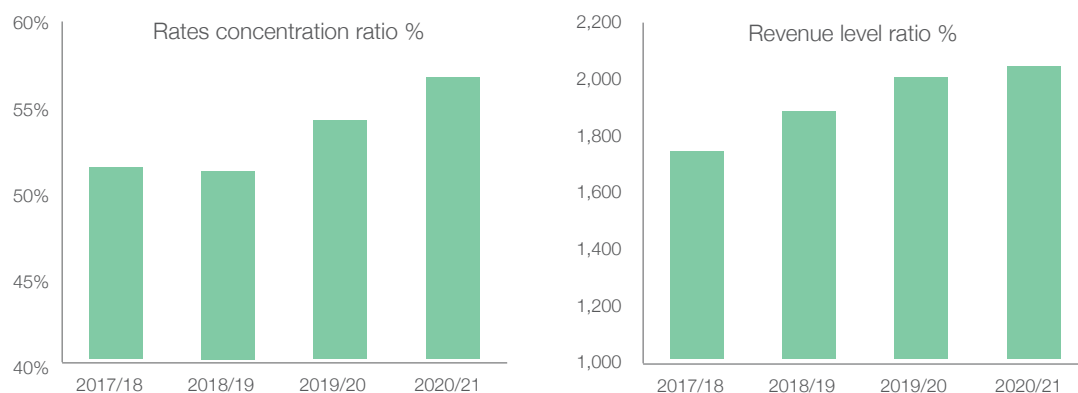
Obligations

Council aims to ensure it is able to maintain its infrastructure assets at the expected levels while continuing to deliver the services needed by the community. To help bridge the current infrastructure gap, Council invested \$9.98 million in asset renewal works during the 2020-21 financial year which was consistent with the 2019/20 investment. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 82.5% which again was consistent with 2019/20 (80.5%). At the end of the 2020-21 year council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 19.5% which is just below the expected target band of 20%-60%. Council borrowed \$1.4m for the Smart Street Lighting upgrade in 2020/21 and repaid debt of \$1.53m. Council is guided by the borrowing strategy and the long-term financial plan as to when it is appropriate to borrow new funds.



Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Council's rates concentration which compares rate revenue to adjusted underlying revenue was 57.1% for the 2020-21 year which is within the expected target band of 40%-60% but an increase on prior years due to the reduction in revenue as a result of the COVID-19 restrictions. Council's average rate per residential assessment of \$2,063 has increased on prior years driven by the 2.0% rate cap increase and a decrease in waste management fees of \$11 due to the introduction of FOGO and subsequent reduction in costs to landfill.



DESCRIPTION OF OPERATIONS

Warrnambool City Council provides a diverse range of services which include: the building and maintenance of municipal roads, footpaths, cycling paths and public amenities; waste management; tourism and economic development; Meals on Wheels, respite care, recreation services including provision and maintenance of sporting facilities; planning; a live performance theatre, aquatic centre and art gallery.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in the Council Plan 2017-2021, the 2020-2021 Council budget and the annual report.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures.

Council also has a wide range of responsibilities under Victorian and Australian legislation.

Economic factors

Council's capacity to generate income and offset the cost of services was impacted by COVID-safe measures in 2020 and 2021. Closures or restrictions affected access to AquaZone, the Lighthouse Theatre, holiday parks, the stadium, Flagstaff Hill Maritime Village and

Major capital works

In the second half of 2020 work began on the redevelopment of Reid Oval. The Reid Oval Redevelopment is a \$10.7 million project funded by the Victorian Government (via Sport and Recreation Victoria and Regional Development Victoria), the Warrnambool City Council (via the Victorian Government's Community Sports Infrastructure Loans Scheme), the AFL (via the Australian Football Facilities Fund) and Cricket Victoria (via the Australian Cricket Infrastructure Fund).

Population: estimated at 35,500, up from 33,649 on Census night 2016.

Rateable properties: 17,256

Pathways: 328km total length

Sealed roads: 335km

Unsealed roads: 34km

Council drains: 267km

Drainage pits: 10,300

Three major stormwater tunnels along Japan, Simpson and Fairy streets.

Council assets Council owns/manages 350 buildings including:

- Lighthouse Theatre,
- AquaZone,
- Warrnambool Stadium,
- Warrnambool Art Gallery,
- Warrnambool Civic Centre,
- Archie Graham Community Centre,
- Proudfoots and numerous recreational facilities,
- Public toilets,
- Council houses,
- Offices
- Parks and gardens - Council is responsible for managing 400ha of open space including 250 parks, gardens, playgrounds and sportsgrounds, foreshore and reserves.
- Warrnambool Regional Airport - the 152ha airport supports emergency services including Victoria Police, a fixed wing ambulance and CFA. It records 30 to 35 aircraft movements a day.
- School crossings - Warrnambool has 32 school crossings used by about 5,000 children who are supervised by a team of about 40 crossing supervisors





2020-2021 HIGHLIGHTS COUNCIL'S COVID-19 RESPONSE

Community Activation and Social Isolation (CASI)

The Victorian Government's funded new Community Activation and Social Isolation (CASI) positions across the state in response to COVID pandemic.

The initiative aimed to help people who were experiencing loneliness or had lost their regular networks due to the coronavirus (COVID-19) pandemic. The CASI worker 'linked' help seekers to practical, emotional and social supports within the community via a COVID hotline or by referral.

2884 New help seekers (not exist clients, patrons or participation of community development programs)

94 help seekers were connected to practical support

395 help seekers were connected to emotional support

6836 help seekers connected to social activities

495 connected to food or material relief

45 connected community services

West Warrnambool Neighbourhood House Food

Before COVID-19, the West Warrnambool Neighbourhood House (WWNH) supported an average of two families per week through the provision of FoodShare food relief hampers.

The COVID-19 pandemic lockdown increased the demand for food relief as many welfare and community service agencies closed their doors across Warrnambool and the South West Victoria region. This left the most vulnerable in the community with a reduced level of support. WWNH, in partnership with Lifeline Direct and Warrnambool Foodshare, developed a Food Relief Outreach Strategy, identifying vulnerable populations and communities.

Food Relief and Wellbeing check

55 households received food hampers

174 people including children received food hamper

19 of those participants identified as pensioners, 91

as Aboriginal and/or Torres Strait Islander and 36 as having a disability.

The WWNH continues to provide food relief to 7 regular clients, 3 of whom identify as age and disability pensioners and have no access to personal transport. An average of 12 families continue to regularly contact WWNH for food relief.

1000 postcards outlining the essential support services available during the pandemic were delivered to areas of West Warrnambool where access to Internet was less likely. Individuals used the information on the postcard to make contact with the House Coordinator.

Archie Graham Community Programs

The Archie Graham Community Centre is an important place for social connection for many people in our community particularly older people, lockdown have impacted the programs and the patrons significant.

In response to COVID lockdowns, the Community Programs and Reception staff adapted to become a call centre for patrons who were vulnerable due to isolation and who required assistance to cope with the impacts on health and wellbeing. Newsletters were distributed by email and post providing information about staying well during the lockdown and how to access support. Welfare checks by phone continued during successive lockdowns. As of 2021, staff switched to notifying patrons of lockdown and re-opening via a text message service.

Unable to offer the many group fitness classes usually on offer at Archie, staff instead provided patrons with group fitness videos and handouts of exercise programs. In addition, twice-weekly general exercise sessions were held online with these classes provide much need social connection. Group fitness instructors also visited homes of patrons who were frail and isolated, providing one-on-one exercise and a chance to socialise for those who were largely house-bound. The resources continue to be available online and continued to be accessed.

The walking and cycling groups continued on most days of the week as restrictions allowed. When restrictions limited exercise outdoors to be with one other person – volunteers assisted people

to organise themselves into pairs to continue their regular walks and rides and to enjoy the all-important social connection. These groups have proved to be very successful during lockdowns.

Archie opened its doors as an informal space allowing those in need the opportunity to enjoy a warm safe space. These informal visits often resulted in a much needed social connection and when appropriate referrals to a local community support service were made.

The various social activities and Senior Citizens Club activities were provided in smaller groups when restrictions allowed. This provided participants with a sense of belonging, and an opportunity to build closer relationships with others with whom they have a shared interest.

The demand for 1:1 information technology support provided by volunteers has been steady, with most people wanting assistance with their smartphone or table device to assist them be connected in a world where access to technology has become essential.

The Archie Graham Community Centre continues to be innovative in its responsive to the needs of all community members during the challenges of COVID and lockdowns.

Home Support Services during COVID-19

As an essential service our domestic assistance (housework) and personal care services continued as normal during pandemic lockdowns.

Management monitored government advice in regard to maintaining the safety of both staff and clients and ensured that Community Support Workers were supplied with necessary personal protective equipment, training and support to deliver services in a COVID-safe manner.

Clients had the option to suspend services if they were concerned about the risk of infection, Home Support maintained a list of suspended clients and made phone contact on at least a monthly basis, more frequently for those clients whose welfare we were concerned about. At the height of the pandemic approximately 100 clients elected to suspend their services.

Council's Meals on Wheels service continued to operate during lockdown with demand for the



Resilient Council Volunteers

service increasing on average by 30 per cent. Pre-lockdown 314 meals were delivered per week with this figure jumping to 456 per week during lockdown. With volunteers unable to participate during lockdown period, Council employees were redeployed from AquaZone, Flagstaff Hill and the Lighthouse Theatre to deliver meals and provide a much need friendly face to some of the most vulnerable in our community. Staff and clients adapted quickly to the changes and meals were delivered in accordance with COVID-safe regulations.

The group social support and group respite programs could not operate as normal during lockdown and staff demonstrated creativity in providing support to this group of clients who largely consisted of the most isolated and vulnerable members of the community.

The 'call club', weekly telephone conferencing meeting, activity packs delivered to clients at their home, Zoom meetings, In-home exercise (both Zoom and in person), cooking competitions, one on one visits by staff and essential shopping were just some of the innovative responses to keep our clients connected and involved.

Across all program areas staff were able to quickly adapt to the changing regulatory environment so that we could ensure services were delivered in the least restrictive but safest manner at all times.

Volunteers are integral to many services available to community through Warrnambool City Council, and our volunteers have shown incredible resilience and adaptation over the past year.

Volunteers are a vital aspect of the following program areas – Lighthouse Theatre, Visitor Information Centre, Flagstaff Hill, Warrnambool Art Gallery, Meals on Wheels, Archie Graham Community Centre, West Warrnambool Neighbourhood House, Social Support, Family and Children's Services, Youth Services, Gardens for Wildlife, ConnectU and AquaZone. Many of these services rely on volunteers to operate.

Council volunteers have shown their resilience in the face of change with many Council volunteer programs on hold at various times throughout the past year. Volunteers have had to adapt to COVID-19-safe practices and changes in programming, and have often championed these changes in workplaces.

Volunteers continue to play an essential role at Warrnambool City Council and we acknowledge their valuable impact on our community.

Acknowledgement - Essential Workers Community Support Workers

Coronavirus (COVID-19) impacted the lives of essential workers, requiring them to adopt a “new PPE norm” in an effort to provide service to our most vulnerable allowing them to remain living independently and safely during the pandemic.

Council acknowledges the dedication of our essential community support workers during the pandemic.

Work for Victoria Initiative

The Working for Victoria initiative was part of the Victorian Government’s \$1.7 billion Economic Survival Package.

The Working for Victoria Fund was designed to connect workers with new opportunities that will help our community and contribute to Victoria’s ability to respond to the pandemic.

Council secured funding for four full-time project workers over a over a six-month period. These roles responded to specific local community needs that emerged during the pandemic. They aimed to build social connection opportunities through arts-focused community development activities and to strengthen outreach services to vulnerable residents and families.

Businesses sign on for BIG support

More than 40 Warrnambool businesses shared in close to \$100,000 through Council’s Business Initiative Grant (BIG) program.

The grants were part of Council’s Business Support Plan to help local business affected by the COVID-19 pandemic.

In the spirit of the Get Around Warrnambool campaign, the grants focus on business growth, collaboration, entrepreneurship and developing new business strategies on a dollar for dollar basis.

Projects funded through the BIG program ranged from developing an improved online presence to implementing precooked meal services and enhancing business processes.

A stipulation of the grants was that local suppliers had to be used where possible, in order to ensure the money stays local, creating a flow on effect for other local businesses.

The timing of the grants was ideal for Fiona and Craig Hanks, who bought purified water operation Coastal Pure Water in March this year.

“We bought the business – which perfectly complemented our existing Cobden-based ice and Sungold dairy distribution business – then COVID-19 hit,” Fiona said.

“To get through the pandemic we knew we needed to improve efficiency and become a COVID-safe operation.

“That meant improving our software systems so that we could offer our customers a convenient and quick no-contact delivery and invoicing service. “We’re using Warrnambool business Welcome Computers for the software update and this fits in with our own ethos which is to ensure that all the products we sell – dairy, water, ice – are sourced within the South West.”



Support for business and community in Budget

In July, 262 two-hour car park spaces in the Warrnambool city centre were offered free before 11am each weekday as part of Council's response to the COVID-19 pandemic.

Council's 2020-2021 Budget included an allocation of \$1.95 million to help the community and businesses recover from the impacts of COVID-19.

Rates increased by just 2 per cent rather than the 4.5 per cent allowed for by the Essential Services Commission positive waste initiatives allowed Council to reduce the waste management charge which meant that on the average property the increase in the overall rates and charges was about 1.2 per cent.

Waste management fees were cut by 2.79 per cent or \$11 per property to \$379.09

This budget saw the average residential rate bill increase to \$2,053 from \$2,029 in 2019-20, which was \$24 for the year.

The COVID-19 support package comprised:

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

GSC mayors call for action on Midfield - August

In August 2020 Great South Coast Mayors called on the Victorian Government to ease restrictions at one of the region's major employers, the Midfield Group.

Midfield operates an abattoir in Warrnambool that employs about 900 people and had been proactive in keeping its operation free from COVID-19.

The Victorian Government required all Victorian abattoirs – including those in regional Victoria - to operate below capacity with staff numbers limited to 67 per cent of their daily peak and daily total workforce capacity.

Warrnambool Mayor and Chair of the Great South

Coast Group Cr Tony Herbert said the company had been forced to close as a result of the COVID-19 restrictions – despite Midfield and Warrnambool not considered a COVID-19 "hot spot".

Cr Herbert said operating at a reduced capacity had the potential to have a detrimental effect on the region's economy.

Help for health and fitness businesses

Council teamed up with 12 local health and fitness businesses to host the city's first virtual fitness festival in August.

FitFest offered free workout videos posted online covering a wide range of training types including yoga, boxing, meditation, martial arts, cardio and more.

Gyms and exercise spaces were closed for lengthy periods over 2020 forcing many businesses to find innovative ways to connect with their members and help them to keep exercising at home.

\$141,000 in fees waived for businesses

Council waived registration fees for more than 400 Warrnambool beauty, accommodation and food businesses.

This saved businesses \$141,000 over the 2020-2021 financial year.

This was another business support measure offered by Council in line with its COVID-19 Business Support Plan.

Surfside holiday plans for summer 2020-2021

Guest numbers over summer at Council's holiday parks were limited in 2020-2021 as a result of COVID-19 regulations.

To ensure a fair allocation of sites Council ran a ballot.

In September 2020 Council had advised visitors with summer bookings that it was unlikely the parks

would operate at full capacity.

In Warrnambool over December-January Council usually has about 3,500 people accommodated along foreshore parks.

To ensure social distance compliance, particularly around the use of shared amenity blocks, guest numbers were reduced.

Grant funding used to transform laneways

Permanent bench seating, synthetic turf and raised garden beds with edible plants were added to key Warrnambool laneways in early 2021 to make them more inviting places to spend time.

Liebig Lane, Timor Walk and Little Liebig, all of which branch off from the Ozone Car Park, benefited from the \$50,000 upgrade which will also included the addition of bollards with power points to assist with events and other activations.

Council was the recipient of a grant to cover the cost of the project via the Victorian Government's Outdoor Eating and Entertainment Fund.

The city's laneways have transformed by street art over the past decade and the upgrades were another step in making them more attractive and inviting.

Bang for buck - fireworks funding used for new off-peak events

Money from Warrnambool's cancelled New Year's Eve fireworks display was redirected to help fund new community events and aid recovery of the local economy from the impact of COVID-19.

The funding was made available through "Activate Warrnambool" grants, with organisers of small to medium events able to apply for up to \$5000 while large festivals and events could apply for up to \$10,000.

The \$77,000 program is part of Council's COVID-19 support program, and includes the \$22,000 originally earmarked for the city's 2020/2021 New Year's Eve fireworks display.

Funded events

Warrnambool Storytelling Festival	June / July
Men's Mateship Retreat by Grab Life By The Balls	August
Winter Concert Series by Raglan Presents	June / July
Warrnambool School of Art - Creative Weekend Escapes	Year long
4 Wide Unwired Music Festival	August
Warrnambool Show Grounds Committee - Warrnambool Rodeo	December
Find Your Voice Choir presents From All Angles	August
Physipole State Competition	November
Moyjil to Merri Dirty 30 Trail Run	October
Brophy Family & Youth Services presents - Warrnambool Youth Fest	June / July
Speakeasy Event Series	September / October
The F Project - The Fabric of Life Festival	November

\$10,000 in travel vouchers to help Warrnambool tourism

Fifty lucky winners were able to plan a holiday in Warrnambool after winning a \$200 accommodation voucher, offered as part of a competition organised by Council to support local accommodation providers and the wider tourism sector - industries among the hardest hit by the COVID-19 pandemic.

The competition attracted more than 1800 entries from across Australia, with entrants asked to explain in 25 words or less why they want to wake up in Warrnambool.

The competition meant that prize money went directly to Warrnambool accommodation venues with an expectation that many of pay for accommodation in addition to the \$200 prize to extend their holiday and make the most of a stay in Warrnambool.

GENERAL HIGHLIGHTS

Better fishing

New seats, rod holders and steps were added to fishing pontoons at Jubilee Park, Allansford, Mahoneys Road and Lyndoch in Warrnambool.

The improvements were funded by a \$12,000 grant from the Victorian Fisheries Authority. The manufacture and installation of this fishing infrastructure was done by Warrnambool-based company Niflex Engineering.



Online guidance for Council election candidates

Prospective Council election candidates are encouraged to participate in online information sessions offered by Warrnambool City Council in partnership with the Municipal Association of Victoria.

The free sessions offered through the Municipal Association of Victoria (MAV) covered:

- the role and purpose of local government;
- the new Local Government Act 2020;
- introduction to your council and information on the municipal area;
- roles, responsibilities and expectations of a councillor;
- the experience of being a councillor; and,
- The electoral process and campaigning including key dates and information provided by the Victorian Electoral Commission.



Interactive map to help gather pedestrian network suggestions

Council began work on its consultation ahead of developing a Principal

Pedestrian Network.

This included the development of an interactive map where people could place markers to indicate existing issues, ideas for improvement or places they think are working well for walkers or cyclists. The Warrnambool 2040 plan outlines a vision where as many people as possible walk or cycle to work or school and the Principal Pedestrian Network is a part of achieving this vision.



Junior Warrnibalds swamped with entries

The 2020 Junior Warrnibald Portrait Competition attracted a record 585 entries.

The Junior Warrnibald Prize 2020 is a portrait competition, just like The Warrnibald Prize, but for artists aged 18 and under. The Warrnambool Art Gallery and WDEA Works invited young artists to submit a portrait of anyone in their lives who they admire, along with a written description of why they had chosen their subject.

The Junior Warrnibald aims to foster the talents of young artists, with the winners of each category exhibited with the Warrnibald Prize Exhibition, opening to the public on the 25th July.

In addition to the winners of each category, a special prize is also awarded to one artist whose work displays outstanding creativity. This winner will be given the opportunity to work with a local graphic designer to create a children's mascot for WAG.



Statuesque palms to line northern entry

An avenue of Canary Island Date Palms has been planted along Mortlake Road to create a sense of arrival at the north of the city.

A total of 24 palms were planted along Mortlake

Road from Wangoom Road to Balmoral Road, with most of the trees planted in the wide reserve on the eastern side of Mortlake Road.

Each palm costs \$1680 which includes delivery and planting.

Over winter Council conducts its annual street tree planting program, which in 2020 involved planting more than 300 trees along nature strips and other public spaces in Warrnambool.



Work to extend life of Edwards Bridge

Work to install large steel supporting beams under the decking of Edwards Bridge was carried out over July and August, 2020.

This work was to extend the life of Edwards Bridge, also known as the Stanley Street Bridge, ahead of a final decision on a long-term solution to a crossing of Merri River at the foreshore precinct.

The work was being carried out by local bridge builder Leon Van Kempen with the structural steel is supplied by Warrnambool-based, RA Steel.



A plan for those needing a place to call home

A social housing report overseen by Warrnambool City Council revealed an unmet demand for 1,430 “social housing” homes.

Social housing is short and long-term, low cost rental housing that is owned and run by government or not-for-profit agencies.

The Social Housing Project, funded by the Department of Health and Human Services, also found that by 2036 the demand for social housing is projected to be 2,812 homes, almost four times the existing number of social housing dwellings.

The project was assisted with input from agencies involved in helping homeless people including the Salvation Army, Brophy, Aboriginal Victoria, the Department of Health and Human Services (DHHS) and the Barwon South West Homelessness Network.

Council is a provider of social housing (13 homes) however the main provider in Warrnambool is the DHHS.



Progress on Princes Highway upgrade

The Princes Highway West was elevated to the National Land Transport Network in August, highlighting the road’s importance and strengthening its case for a fully funded upgrade.

The Commonwealth Government committed \$60 million to upgrade the stretch of highway between Warrnambool and Port Fairy and a further \$80 million to improve roads for timber industry traffic in the far South West.

Council continues to seek matching funding from the Victorian Government to create a safer Princes Highway.





Dairy giant on board with city way-finding

New way-finding signs for pedestrians and cyclists were installed strategically along key walking and cycling routes across the city, including the foreshore and around Lake Pertobe.

Eight of the signs provide directions while the remaining signs feature maps that align with major landmarks so viewers can quickly orientate themselves.

Saputo Dairy Australia (SDA) helped to cover the cost of the signage, with sponsorship of \$25,000 provided through its Legacy Program.



Wild Warrnambool Bioquest II

Council offered a second Wild Warrnambool Bioquest in 2020-2021.

Bioquest is a citizen scientist game in which players photograph and document native plants and animals in and around Warrnambool.

Points are scored for uploading and identifying

different species and participants can compete against other players.

Warrnambool City Council collaborated with nature mapping game, QuestaGame to deliver the Wild Warrnambool Bioquest.

During the 2019 Wild Warrnambool Bioquest the most spotted animal was the superb fairy wren followed by the black swan and the red wattlebird.

The bioquest raises awareness and appreciation of Australian wildlife and contribute to a broader understanding of Australia's wildlife.

It helps fulfill a Green Warrnambool Plan objective which contains a community action that seeks to "collaborate and assist collecting data and participation in monitoring Warrnambool's flora, fauna & landscapes."

Players can also choose to share their information with national and global biodiversity databases for scientific research including the Atlas of Living Australia, a free online atlas hosted by the CSIRO.



Welcoming Business program

Council's Welcoming Business Program worked with businesses to make it as easy as possible for everyone to use their services and ultimately, attract, serve and retain more customers.

About one in five people living in Warrnambool has some form of disability.

This number is even higher when you consider people with temporary disabilities or other special



access requirements, such as parents with prams. A Welcoming Business is a business that is committed to ensuring safe and easy access for everyone, including older people and people with disabilities and is endorsed by Warrnambool City Council's Welcoming Businesses Program.

Endorsed Welcoming Businesses satisfy a set of minimum standards relating to physical access, communication and customer service.

They were given a sticker to display in their window to help make them easily identifiable to potential customers.

Brown's Depot Bakery owner Nick Brown said that as a business owner, failing to make your business accessible for everyone could not only cost you a single sale, but that person's regular business too. "Especially as a small business you have to cater for everybody. You can't afford to turn anyone away, especially during these times," he said.

"It's about getting people in the door, providing a good service, and getting them to come back." He said that while physical infrastructure such as an entrance ramp, low counters, open floor space and an accessible toilet played a big part, the attitude of staff was also important.

"I think Brown's is especially known for the staff and the customer service and we're certainly accommodating for whoever comes in," he said.

"All our staff work hard not to exclude anyone. It just comes down to customer service. You just try and give all customers good service, whatever they need."



Changing Places facility opens at Lake Pertobe

Warrnambool's first "Changing Places" facility opened in September, 2020, providing a bathroom facility to better cater for people with a range of additional needs.

The facility is located at Lake Pertobe and includes an adult-sized change table, a ceiling hoist, a peninsular toilet, a privacy screen as well as more open floor space than a traditional accessible toilet.

Due to its location near the beach, the Warrnambool

Changing Places facility also has a shower and an extra-wide door to allow for beach wheelchair access.

The \$286,420 facility was funded by the Victorian Government and the Warrnambool City Council.



Approval for Mortlake Road housing plan

The Victorian Government fast-tracked approval for a housing development along Mortlake Road.

The proposal for 69 to 75 Mortlake Road includes the construction of 68 mixed dwellings, a medical centre, food and drink premises, a takeaway premises and an access road.

The residential component of the development offers more affordable and smaller housing types, directly targeted at a growing market demand created by demographic changes towards smaller households.

A number of environmental principles are embedded throughout the proposal including northern orientation of open space and principal living areas, as well as a plan to incorporate solar electricity generation and storage on site, and six-star energy rated buildings.

The plans include 93 car parking spaces along with bicycle parking spaces.

The buildings will be a mix of single, double and triple storey with the triple story buildings in the centre of the development.

The original proposal included plans for 93 dwellings but this was reduced following feedback from residents and Council.

The Building Victoria's Recovery Taskforce includes a fast track planning process that has been used across Victoria to expedite appropriate development as part of the economic recovery response to COVID-19.

Under the Planning and Environment Act 1987 the Planning Minister can prepare, adopt and approve amendments to the Warrnambool Planning Scheme with exemption from notice.



Record funding benefits 71 community groups

Warrnambool City Council allocated a record \$255,428 through its 2020-2021 Community Development Fund (CDF) round.

This was distributed to 71 eligible clubs and local organisations for projects which contribute to the liveability of the city in categories which include sport and recreation, arts and culture, environment and sustainability and festivals and events.

Council changed funding guidelines to acknowledge the impact of COVID-19.

This included removing the requirement for contributions from clubs, allocating an additional \$125,000 into the CDF and allowing clubs and groups to apply for a grant of up to \$5,000, up from \$3,000.

The table below includes the CDF grant recipients and their projects.

APPLICANT	FUNDING CATEGORY	PROJECT TITLE	CDF ALLOCATED AMOUNT
Warrnambool and District Artist's Society	Culture and Arts	Warrnambool and District Artist's Society Website and Promotional Flyer upgrade	\$2,599
Warrnambool Community Garden	Culture and Arts	Uncovering a Hidden Gem	\$5,000
Merrivale Community Association	Culture and Arts	Sustainable Scarecrow Trail	\$2,000
Warrnambool City Band	Culture and Arts	Communal Brass Instruments	\$5,000
Warrnambool Triton Woodworkers	Culture and Arts	Purchase of CNC Wood Engraving machine with accessories	\$4,685
Warrnambool Symphony Orchestra	Culture and Arts	Remediation of poor acoustics to improve rehearsals.	\$5,000
Warrnambool Theatre Company	Culture and Arts	Shelving and racking	\$3,636
Warrnambool Camera Club	Culture and Arts	Lighting for Workshops	\$4,716
Beach Patrol 3280 -3284	Environment and Sustainability	Beach Patrol 3280-3284	\$4,937
Deakin University Student Association	Environment and Sustainability	DUSA Community Bike Share Program	\$5,000
South West Cloth Nappy Library	Environment and Sustainability	100 Families Using Cloth Nappies	\$4,990
Russells Creek Landcare	Environment and Sustainability	Russells Creek Revegetation Project.	\$3,190
Warrnambool Weed Warriors	Environment and Sustainability	Italian Buckthorn Removal and Replacement	\$1,955
Warrnambool Coastcare Landcare Network	Environment and Sustainability	Wellington on Merri South Revegetation	\$3,438
Friends of Victoria Park	Environment and Sustainability	Maintenance of Revegetation at Victoria Park	\$193
Tozer Reserve	Environment and Sustainability	Protecting Tozer Reserve	\$1,850

Woodford Nature Group	Environment and Sustainability	Merri River Habitat Enhancement	\$4,116
Making A Difference (MAD) for the Merri	Environment and Sustainability	Maximising the Merri	\$1,670
Warrnambool - Unpackaged Food Cooperative	Environment and Sustainability	Installation of custom built weighing and serving station	\$5,000
Warrnambool Toy Library Incorporated	Environment and Sustainability	Building a covid-safe collection	\$3,000
Warrnambool Men's Shed	Environment and Sustainability	New Warrnambool Men's Shed	\$5,000
Warrnambool & District Historical Society	Environment and Sustainability	Harness the Sun	\$3,000
Warrnambool Gift Committee	Festivals & Events	Warrnambool Gift	\$2,710
No.12 South West District Rifle Association	Festivals & Events	Summer by the Sea Festival	\$1,000
South West Sport	Festivals & Events	2020 South West Games	\$3,300
Dennington Community Association	Festivals & Events	Carols by the Merri	\$1,500
Warrnambool Greyhound Racing Club	Festivals & Events	Warrnambool Seaside Festival	\$2,400
Warrnambool Citizens Road Race Committee	Festivals & Events	Melbourne to Warrnambool Cycling Festival Community Ride	\$500
Warrnambool Tri Club	Festivals & Events	Warrnambool Foreshore Triathlon	\$2,376
Warrnambool Lawn Tennis Club	Festivals & Events	Warrnambool Lawn Open 2020	\$5,000
Warrnambool and District Easter Arts Festival	Festivals & Events	Warrnambool and District Easter Arts Festival	\$3,000
Warrnambool and District Community Hospice	Festivals & Events	The Hospice Dandelion Project	\$4,300
Warrnambool Student Wellbeing Association	Festivals & Events	Big Life Boost	\$500
RSL Active Warrnambool	Festivals & Events	RSL Active Warrnambool Summer Series	\$1,350
Warrnambool Surf Life Saving Club	Sport and Recreation	Disabled Access / Disabled Toilet design development documentation	\$5,000
Dennington Football Netball Club	Sport and Recreation	Lights at the Dennington Netball Courts	\$4,983
Old Collegians Football Netball Club	Sport and Recreation	Strategic Development Plan	\$5,000
Lake Gilliear Small Bore Rifle Club	Sport and Recreation	Access for All - Lighting the Way	\$4,731
Warrnambool Golf Club	Sport and Recreation	Golf Course Master Plan	\$5,000
Brierly Christ Church Cricket Club	Sport and Recreation	Purchase of Ipad for cricket scoring	\$779

Port Fairy to Warrnambool Rail Trail Committee of Management	Sport and Recreation	Counting the users	\$1,614
North Warrnambool Rifle Club	Sport and Recreation	Shot marker Electronic Target Purchase	\$5,000
Warrnambool Masters Swimming Club	Sport and Recreation	Club T Shirt on Offer to returning and new Members	\$2,000
Warrnambool Volleyball Association	Sport and Recreation	Participation pathways for Juniors	\$1,200
South C Dragons Women's Dragon Boat Team Warrnambool	Sport and Recreation	Promoting connectedness and new membership drive	\$947
Warrnambool Gun Club	Sport and Recreation	Seaside Classic Seaside Trap	\$5,000
Merrivale Cricket Club	Sport and Recreation	Purchase of New Equipment (Ezicover and Full Pitch Covers)	\$5,000
Allansford Cricket Club	Sport and Recreation	New outdoor cricket net training facility	\$5,000
East Warrnambool Y C W Cricket Club	Sport and Recreation	Club equipment	\$1,754
Warrnambool Bridge Club	Sport and Recreation	Purchase of Card Dealing Machine	\$4,870
Nestles Rowing Club	Sport and Recreation	Turning the Tap On	\$5,000
Archers of Warrnambool	Sport and Recreation	Save our Club	\$4,856
Russell's Creek Cricket Club	Sport and Recreation	iPad Purchase	\$1,710
Warrnambool Small Bore Rifle Club	Sport and Recreation	Purchase and installation of electronic target	\$5,000
Anglicare Warrnambool	Sport and Recreation	Building big by playing fair	\$4,483
South Rovers Football Netball Club	Sport and Recreation	Essential Replacement / Upgrade of Kitchen Cooking Equipment	\$5,000
Warrnambool City Croquet Club	Sport and Recreation	Pathway to Clubhouse	\$3,820
Athletics South West Vic	Sport and Recreation	Athletics South West Coaching & Training Equipment	\$2,780
Russells Creek Club	Sport and Recreation	Multimedia Projector Installation for Function Room	\$5,000
Warrnambool Swimming Club	Sport and Recreation	Sunsmart Program	\$1,000
City of Warrnambool Rowing Club	Sport and Recreation	Inclusion and development	\$5,000
Warrnambool Action Squash Club	Sport and Recreation	Squash It!	\$5,000
Warrnambool Yacht Club	Sport and Recreation	Training boat repair and upgrade	\$4,893
Warrnambool & District Historical Vehicle Club	Sport and Recreation	Ready For Community	\$4,600
Warrnambool Springers Gymnastics	Sport and Recreation	Essential equipment to elevate OH&S issues	\$5,000
Warrnambool Calisthenics Club	Sport and Recreation	Costume Upgrades	\$5,000

Warrnambool St Ayles Skiff Community Rowing Club	Sport and Recreation	Skiffs on the River	\$4,513
Warrnambool Rifle Club	Sport and Recreation	50M Safety Range Lighting	\$2,191
Nestles Cricket Club	Sport and Recreation	Replacement of Bowling Machine	\$4,793
North Warrnambool Eagles Football Netball Club	Sport and Recreation	Protective Goal Netting- South end of Bushfield Oval	\$5,000
Warrnambool Wolves Football Club	Sport and Recreation	Wolves Portable Senior Goals	\$5,000
TOTALS			\$255,428



Reid Oval redevelopment tender awarded

Warrnambool-based firm Fairbrother was awarded the construction contract for the Reid Oval Redevelopment.

Council voted unanimously at its September 7 meeting to accept Fairbrother's \$7,377,949 (excluding GST) tender submission.

The construction phase included:

- The redevelopment of the field of play oval, with improved surface, turf, irrigation, drainage, six turf wickets, goal posts, new interchange benches and boundary fencing.
- Provision of oval lighting to 200lux lighting level, with infrastructure provided to enable upgrade to 300 lux lighting.
- Replacement of existing change room pavilion with new change rooms, social areas, office

facilities and associated supporting areas for use during sporting games and community needs.

- Installation of terraced seating in front of new two-storey pavilion.
- Replacement of existing cricket practice nets with new four lane cricket net compound that can operate as a multipurpose facility.
- Redevelopment of the existing training field (old hockey pitch) with irrigation, surface drainage, and lighting improvement to 50 lux lighting level.
- Associated landscaping and external works.

Following the appointment of project designers in September 2019 who worked with clubs and other stakeholders, the Reid Oval plans were finalised in July 2020.

The redevelopment is scheduled to be completed in May 2022.



Upscaled fish cleaning facilities at the Port

New and improved fish cleaning tables were built at the Port of Warrnambool.

The \$180,000 project, funded by Warrnambool City Council (\$50,000), the Victorian Fisheries Authority (\$80,000) and Department of Transport (\$50,000), replaced existing tables situated near the boat ramp. The new tables are bigger, under cover, have running water and lighting.

They are situated away from the boat ramp to ease traffic congestion and are available for use around-the-clock for land-based fishers and boat users."

New fish cleaning facilities were identified in the Port of Warrnambool Master Plan as a high priority item. The new facilities were designed by Warrnambool-based Holmes McLeod Consulting Engineers and constructed by head contractor Abtech Plumbing & Excavation.



Scholarship to explore indigenous knowledge

Warrnambool Art Gallery and Deakin University announced the recipient of a fully funded PhD scholarship that will explore South West Victorian Aboriginal art and culture.



The successful applicant is Melissa Alexander, a Torres Strait Islander woman and recent Deakin University graduate (Bachelor of Arts, Honours, Professional and Creative Writing, June 2020).

The scholarship provides an opportunity to explore the history, expertise and cultural knowledge of the Aboriginal people of South West Victoria through the Aboriginal and Torres Strait Islander Collection at WAG.

The scholarship offers a wide range of potential research topics including Maar Nation architecture and infrastructure, natural history and ecology, language arts and storytelling, movement arts, Maar Nation music, and Maar Nation health systems.

Ms Alexander will produce an epic poem to reflect the role of the WAG collection in the community as individual pieces of history and culture that placemark the missing voices of Aboriginal and Torres Strait Islander Australians in the mainstream identity of our country.

"It is an unusual and exciting proposition."

Ms Alexander said she was excited by the opportunity to further develop her academic skills, bringing Indigenous culture to the forefront of the modern Australian narrative in order to create a sustainable future.

"The WAG collection offers us an incredible opportunity to connect to the tangible memories of our past," she said.

"Being able to study this in detail opens new avenues of inquiry that encourages our community to evolve outdated representations of our history, identity and values as Aussies.

"The national, historical and cultural significance of the collection also prompt us to ask pertinent questions - not least of which is - what is missing from this collection? It is bittersweet that what we have preserved so carefully, is just the tip of the iceberg of what we have lost. This fact serves to amplify the value of WAG's collection and how it may influence our future."

Ms Alexander said an epic poem was defined by scope and narrative and usually told a linear story that "takes place in the past, which is where I hope my poem will begin."

The fully funded PhD research scholarship, worth \$84,000 over 3 years, is based at the WAG and supported by Deakin University and Lyndoch Living.



14km of Council roads ready to be resealed

Council's annual road resealing program began in November 23 with 14km of roads included in the three-week work schedule.

The \$570,000 program saw resealing undertaken at 64 sites throughout the municipality.

Road resealing involves spraying the road surface with a layer of bitumen before rolling a layer of stones into the surface, a process that extends the life of the road by up to 15 years.

Road resealing is an important part of Council's maintenance program because it seals cracks in the road and helps to prevent water from seeping into the lower layers.

Potholes can form when water makes its way through the top layer of bitumen and disrupts the lower layers of road base, creating a weak spot that eventually collapses.

Resealing is a preventative measure to extend the life of our existing roads and help to avoid more expensive repair work in the future.

The works were completed by Inroads, which won a joint tender to reseal roads in the Warrnambool and Corangamite municipalities.

It was the sixth year Council had partnered with the Corangamite Shire to offer the resealing contract for both municipalities under a single tender.

This creates an economy of scale, saving both Council's money in the process.



16 Days of Activism

As part of 16 Days of Activism Against Gender-based Violence, Warrnambool East Primary School students decorated mirrors to be displayed in shopfronts throughout the Warrnambool city centre.

People were asked to upload a "mirror selfie" to social media with their own personal message about the impact adult behaviour has on children, or a message about kindness more generally.

Keynote speaker and founder of preventative mental health organisation On the Low Down David Pearce said many people had spent more time with their kids in 2020 than before, amplifying the effect of the behaviours they are modelling.

"There's been some great things, like parents baking bread with their kids. Things they wouldn't usually do or do as often as they have," he said.

"That being the case, the pressure COVID places on people has been really concentrated in the family environment.

"So with this increased level of intimacy, we have an opportunity to model some really good behaviour for our children."

Other activities that formed part of 16 Days of Activism from November 25 until December 10 included a talk by author and journalist Jane Gilmore on December 3, a t-shirt display at the Lighthouse Theatre and the painting of traffic signal boxes by Brophy Family and Youth Services.

16 Days of Activism Against Gender-based Violence in Warrnambool is a partnership between the Warrnambool City Council, South West Health Care, Warrnambool East Primary School, Brophy Family and Youth Services, Emma House and the Western Region Alcohol and Drug Centre (WRAD).



Exploring the wonder of wetlands at the WAG

The Warrnambool Art Gallery transformed its Family Learning Centre into a vibrant wetlands where children could explore and play with wonderful oversized creatures, created by local artist Megan Nicolson.

In Soggy Homes: The Wonder of Wetlands, Nicolson wanted to create a unique world, a wonderland that gave visitors the feeling of actually being in the wetlands. She has paired her work with a soundscape made from recordings by the Nature Glenelg Trust, an organisation that works with government and farmers to restore wetlands in South West Victoria and South Australia.

Much of Nicolson's work was based on

environmental themes, and this exhibition in particular was inspired by her childhood growing up around Budj Bim National Park and South West Victoria, which she has heard referred to as the “South West Kakadu”.

Her art practice has evolved from painting to textiles, so she could balance family life and she enjoys the relationship between the art of craft and environmental issues. She said to address them is a slow practice that takes time and there are wonderful parallels between the ideas of taking time to mend, mending the fabric of humanity and existing with children.



Switching to smarter lighting

Council completed another major stage its Street Lighting Project which included the replacement of 916 LED street lights.

This contributes not only to Council's transition to a zero carbon future but also cuts energy costs with expected savings to be about \$146,000 per year.



New recycling bins for all households

In November Council began to replace ageing household recycling bins.

The new yellow-lidded bins will be the same size as the old bins – 240 litres – and will still be collected fortnightly.

The new bins are made from 30 per cent recycled material and each bin was issued with a specially designed clip to help keep their lids closed on windy nights, reducing instances of loose material being scattered along the street and into the stormwater system.

The upgrading recycling bins was another step in Council's kerbside collection overhaul, with dedicated glass-only bins rolled out to all households in early 2021 following a successful trial involving more than 3000 properties.

The sorting of waste at household level helps stop material from being sent to landfill.

In 2020-2021 thousands of tonnes of material was diverted from landfill via FOGO (food organics, garden organics), recycling and glass collections.

Collection stream	Tonnage
FOGO	6278.9
Recycle	3152.5
Glass	412.9
Waste	5432.42



Christmas with a neon glow

Council added 16 neon sculptures to its permanent collection of Christmas decorations.

The lights were custom-made by artist Carla O'Brien, who worked with Council on the popular Solstice Searching event in June that saw neons hidden at popular locations throughout Warrnambool.

The city's new sculptures were unveiled as part of “A Very Liebig Christmas” and remained in place until after Christmas.

They were installed in and around Liebig Street with another two installations at Cannon Hill.

The artworks injected fun and excitement into the city while providing a COVID-safe activity for families.

Carla O'Brien is a visual artist whose neon artworks have been showcased at the White Night festivals in Melbourne and Ballarat as well as the Burning Man Festival in the United States.





New and improved beach access at Lady Bay

Council replaced two important beach access points at Lady Bay ahead of the summer holiday season.

Beach goers once again have easy access to the beach at McGennan Car Park and from Surfside Holiday Park.

The new staircases are more robust than the older timber structures they replaced.

The design and construction anticipates the consequences of climate change including the likelihood of more intense storm and tidal activity that damaged the previous structures.

They are comprised of more durable materials including stainless steel and have deep-driven piles which are a response to the harsh, dynamic coastal conditions experienced at Lady Bay.

Council engaged the design services from Warrnambool's PM Design Group and site information from Joseph Land Surveyors.

The components of the new access points were manufactured by Queensland-based Wagners CFT Manufacturing while the assembly and installation was carried out by Melbourne-based CopeAg in collaboration with GreenCon and Tasweld from Warrnambool.

The cost of the McGennan Car Park beach access was \$160,000.

The cost of the Surfside Holiday Park access was \$90,000.

Project funding came from a Department of Environment, Land, Water and Planning's Coastal Public Access & Risk program (\$150,000) and from and Council's Capital Works Program (\$100,000).



Engaging on engagement

In December Council sought public feedback on its Draft Community Engagement Policy.

Under the Local Government Act 2020 all Victorian councils are required to have a Community Engagement Policy.

Council's existing Community Engagement Policy was revised to address requirements of the new Act. The new Community Engagement Policy was adopted at the Council meeting held in February 2021.



Recognition for a Warrnambool quiet achiever

Former primary school teacher and long-time Warrnambool volunteer Rosemary Isaac was honoured with the 2021 Warrnambool Citizen of the Year award.

Ms Isaac has been involved in a range of community organisations over several years including the Warrnambool Primary School, Warrnambool Family History Group, Warrnambool & District Historical Society, Cheese World Museum and the South West Branch of the Embroiders Guild of Victoria.

Ms Isaac said that she was "very surprised, but very grateful" upon hearing the news.

"There are some very illustrious people who have won before me," she said.

"Most of my work is done in teams, so it's not just

me, but I hope this might bring a bit of notice to all of the groups."

2020 was a challenging year, with Rosemary only able to carry out research at home, significantly reducing the time she was able to spend with her fellow volunteers.

"It was only the cemetery that kept going using Zoom. Everything else closed off," she said.

"You could still do things at home. You can go and get something and bring it home and do some work, so the work hasn't stopped.

"There weren't those interactions anymore. It was very individualised where normally it's quite a collective thing.

"I've been retired for 19 years and volunteering is a good way to make links and meet people. I've got lasting friendships out of it."

Ms Isaac will be recognised alongside other award recipients at Warrnambool's official Australia Day event, to be held on the Civic Green from 10.30am on January 26. The ceremony, which will feature a performance by local musicians the Gablou Duo (Gabby Steel and Lou Ryan) will also be livestreamed on the Warrnambool City Council Facebook page.



Australia Day Awards – the details

Warrnambool Citizen of the Year – Rosemary Isaac

Warrnambool Young Citizen of the Year - Andrew Pritchard, who served as a Warrnambool Youth Councillor for four years, has been an advocate for mental health and the environment, a carer and a participant in ANZAC Day services.

Local Achiever Award - Friends of Warrnambool Botanic Gardens, which recognises their work to create the Nature-Based Play Space at the gardens.

The new play space is the product of more than 3,000 volunteer hours and was the popular choice during the Victorian Government's Pick my Project initiative from 2018, receiving \$198,000 in funding.

Community Event of the Year - the Warrnambool bushfire appeal, Coast Aid, which brought together local music acts and vendors, children's games and activities to raise funds for those affected by the 2019-2020 bushfires. A total of \$16,500 was raised.



More than \$1 million of road and footpath works

Council's Annual Footpath Renewal and Major Road Rehabilitation programs began February 1 with seven roads and intersections and 35 footpaths throughout the city set to be upgraded.

Just over \$1 million has been allocated in Council's budget to complete the works.

The \$495,000 cost of the Footpath Renewal Program has carried over from funds allocated in the 2019/2020 budget for asset renewal via the Rate Cap Variation, where the Warrnambool City Council was one of only two municipalities granted permission by the Essential Services Commission to lift rates above the state-imposed cap in 2019.

\$474,000 has been budgeted for the Major Road Rehabilitation Program while \$98,000 has been allocated via the Small Infrastructure Fund for a new footpath on Rooneys Road to better link Dennington with West Warrnambool and Brauer College.

Road works included:

- Banyan Street – Lava Street to Raglan Parade
- Moore Street – Kiama Avenue Intersection
- Whites Road – Wares Road, Sharpe Avenue Intersection
- Swinton Street – Kennedy Street Due West
- Mahoneys Road – Huntingfield Drive Intersection
- Rosemary Court – Veronica Court to Bowl

Approximately 2km of footpaths were renewed including:

- Mahoneys Road (right footpath) – Huntingfield Drive to Dobson Wary
- Timor Street (left footpath) – Hart Street to Hider Street
- Kelp Street (left footpath) – Merri Street to Timor Street

- Lava St East (right footpath) – Lyndoch Avenue to Flaxman Street



Developing a new Council Plan

In March Council began engaging with the community to help in the development of a new Council Plan for 2021-2025.

In addition to surveys a number of Warrnambool residents to participate in one of two deliberative engagement workshops. Development of the Council Plan was guided by the objectives established in the long-term community plan, Warrnambool 2040 (www.w2040.com.au). The Council Plan 2021-2025 was formally adopted by Council in June 2021.



Changes to library structure to add value

Council began a process to take over management of the Warrnambool Library in as the next step in the transition to the new Learning and Library Hub to be situated on the South West TAFE campus.

This saw the library leave the Corangamite Regional Library Corporation.

Access to all existing library services was retained for Warrnambool members and more of the library collection has become available to borrow because the collection will be consolidated in Warrnambool rather than dispersed across the region.

Other improvements included a new, dedicated website and an extended range of lifestyle, literacy and learning programs for children and adults. When the new \$20.25 million library is opened in 2022 the community will have access to a modern indoor-outdoor café, public computers, children's area, youth space, exhibition and display areas, places to study, meeting rooms, and a games and digital media zone." The new Library and Learning Hub includes adaptive

re-use of existing South West TAFE buildings and with the addition of a new three-storey building to create an overall floor space of 2400sqm compared to the existing public library space of 605sqm. These changes are aligned with the community aspiration in the long-term community plan, Warrnambool 2040.



Livestreaming of Council meetings ongoing

COVID-19 restrictions on gatherings meant that Councils were required to move to livestreaming of Council meetings.

The livestreaming of meetings has continued for most Councils regardless of restrictions with a number of residents taking up the option to view Council deliberations from the convenience of home.



New roof improves saleyard operation

The new roof at the South-West Victorian Livestock Exchange has improved conditions for stock, staff, agents and clients.

The \$969,581 roof was completed recently as part of a joint project between Council and the Victorian Government.

The saleyards contribute about \$34 million to the town's economy each year and play an important role as a social hub for the local farming community. Best practice approach for contemporary saleyards is to have a roof over pens and soft organic flooring.

The large roof area also allowed for the capture of a large volume of stormwater into tanks which have a combined storage of more than 400,000 litres..

The water is able to be used on-site and will have a positive financial and environmental outcome. Council contributed \$540,000 towards the project with \$429,581 provided by the Victorian Government.

The 3,600sqm roof, finished on time and on budget, was built by local firm, Bolden Constructions.



Recycled glass shines in road works

The equivalent of 300,000 glass bottles were used Council's road works in early 2021.

Council's Annual Road Rehabilitation Program saw 60 tonnes of recycled glass used as aggregate in the foam bitumen, the primer seal and the asphalt overlay.

The foam bitumen and asphalt overlay also used 10 per cent recycled asphalt product.

Additionally, the asphalt layer of the road surfaces worked on was salvaged to be re-used by Council on future roads and footpath projects.

Council successfully trialled kerbside glass collections at 3,300 properties in early 2020 before committing to introduce the glass-only bins to all households.



Warrnambool Community Garden goes solar

The South West's first community energy project was officially switched on at Warrnambool Community Garden in March.

The 6.6kW photovoltaic installation on the roof of the garden's Hub building came about through a partnership between the South West Community Energy (SWCE), the Community Garden and Warrnambool City Council.

"Power from the solar system will be used to reduce electricity costs and carbon emissions from the Garden's activities - including their exciting new quarry redevelopment," SWCE representative Murray Dancey said.

Council contributed \$3,000 to the \$8,000 project through its Community Development Fund.

The Community Garden will repay SWCE over eight years after which all the savings go directly to the Garden.

Warrnambool Community Garden committee member Geoff Rollinson said the Garden members had identified that the quarry redevelopment, which will include a sound stage, would require additional energy.

The project aligns with the long-term community vision, Warrnambool 2040, which has a goal of having zero net greenhouse gas emissions by 2040.



Subsidised kinder for three-year-olds on the way

Council began preparing for the arrival of a funded kindergarten program for three-year-olds.

From 2022 the Victorian Government will subsidise a kindergarten program for all three-year-old children in Victoria.

"This is a great step forward in the lifelong learning journey," Warrnambool Mayor Vicki Jellie said.

"While some kinders have been offering a fee-based program for three-year-olds, we are now offering for the first time a subsidised year of play-based learning, led by a teacher, added to Victorian children's education.

"We know how critical early childhood learning is to outcomes later in life so to have the extra year embedded in the kindergarten system and available to every three-year-old is wonderful."

The Victorian Government is driving the staged rollout of the three-year-old kindergarten program which began in 2020 with a small number of municipalities.

The program was expanded this year and in 2022 a three-year-old kindergarten program will be available across all Victorian municipalities, including Warrnambool.

This means that in 2022 all three-year-old children in Victoria will have access to five hours in a kindergarten program led by a teacher. This will increase to 15 hours per week by 2029.

In June 2021 Council will start taking enrolments for five hours of funded three-year-old kinder for the 2022 year across its kindergarten facilities.



Fourth bin for glass collection rolled out

In April 2021 Council began the rollout of glass collection (purple-lidded) bins to all Warrnambool households.

This will complete the four-bin waste management system six years ahead of the Victorian Government deadline.

The separation of waste streams helps keep recyclable material from entering landfill.

Glass breaking and sticking to other items, especially cardboard and paper, is one of the top contamination issues facing the recycling industry. Keeping glass separate means a valuable resource can be recycled and kept out of landfill.

Along with the bins for glass, Council rolled out larger 140-litre rubbish (red-lidded) bins, which are collected fortnightly.



Helping regional agrifood businesses grow

Eleven business from the Great South Coast signed up for the 90-day AgriFood Evolution program to give them the tools they need to scale up their existing business.

AgriFood Evolution has been successfully delivered across Australia over the past four years by industry experts Beanstalk and the Federal Government's Food Innovation Australia Limited.

Funding from Food Innovation Australia Limited, the Warrnambool City, Moyne, Corangamite, Southern Grampians and Glenelg Shire Councils helped bring AgriFood Evolution to the region to make more than \$15,000 worth of mentoring and training available for just \$100 per business.

The Great South Coast is Victoria's largest food and fibre region, producing more than \$2 billion in agricultural output each year.



Let's talk about future WAG ...

The Warrnambool Art Gallery began a conversation with the community about how the gallery will look and function in

the future.

Currently the WAG can display only a small percentage of its permanent collection at any one time.

The WAG is also custodian of a growing collection of Aboriginal artefacts and art work which needs to be shared more widely and appropriately.

The feedback from the community is informing a business case that we will guide strategic direction of the WAG.



Merrivale Drive to be made safer for everyone

Merrivale Drive was made safer for residents including school children and cyclists through a \$373,000 project funded by the Victorian Government's Safe Travel in Local Streets program.

Enhancements to Merrivale Drive include a raised pedestrian crossing at Merrivale Primary School, pedestrian refuges, coloured cycling lanes and a number of traffic calming measures.

The improvements arose from conversations with the Merrivale community about what could be done to enhance safety for all road and footpath users along Merrivale Drive.

Bicycle lanes were painted on the road surface where Merrivale Drive intersects with Wilson Street, McCullagh Court, Landmann Street, Scott Street, David Street, Duirs Street and Harris Street.

Green Cycle lanes were also added at the McMeekin Road and Granter Street intersection and the McMeekin Road and Gay Street intersection.

Other intersections were modified to direct motorists in a way that will enhance their east and west view of Merrivale Drive.

Slip lanes were removed creating safer road crossings for pedestrians and safer conditions for residents along Merrivale Drive.



Timor Street facades to receive a facelift

Warrnambool City Council and Powercor joined forces to help property owners restore first floor building facades along Timor Street.

Powercor made temporary changes to the city's power network to facilitate safe restoration and painting works on the buildings, many of which date from the 19th century.

A Powercor crew installed a series of network changes to transfer power supply from high voltage cables outside Timor Street's shop fronts, to the surrounding low-voltage network.

Council contributed \$40,000 towards the cost of the power diversion.

This allowed businesses to keep the lights on and painters to access the buildings and restore them to their former glory.

Painters and other maintenance workers had been unable to access the upper floor of buildings in Timor Street due to the close proximity of high voltage powerlines and strict "No-Go Zones" set by Energy Safe Victoria.

No-Go Zones are minimum distances that contractors and equipment must keep from power infrastructure, which includes cranes, excavators, concrete pumpers, scissor lifts and scaffolding.





A sound investment at the Lighthouse Theatre

From an audio perspective, every seat became the best seat in the house at the Lighthouse Theatre thanks to a major sound upgrade.

A new \$250,000 sound system has replaced a 39-year-old set-up installed as part of the original Warrnambool Performing Arts Centre.

The Lighthouse now has same style of sound system as some of the largest venues across Australia and the world, including the Sydney Opera House and many major Broadway and West End venues.

The system can perform thousands of micro-adjustments per second to ensure everyone is receiving the same volume, tone and clarity, regardless of whether it's a spoken word performer or a full-blown orchestra.

The new system is designed and manufactured by world-leading speaker manufacturer d&b audiotechnik and features a fully processed line array, four large 18" subwoofers above the proscenium and all the required infill speakers.

New digital processing technology intelligently ensures that regardless of the style or type of event, every seat in the theatre has the same acoustic experience while a new Allen & Heath dLive mixing console means the theatre is capable of hosting the biggest acts.



Finding unsafe public places

Council joined 19 other Victorian municipalities in a project to gather

perceptions about public safety for women and gender-diverse people.

YourGround is an interactive map where people can anonymously drop a pin, tell a story or share an experience while out for leisure, sport, exercise or play.

Statistics show that movement and access is restricted for women and gender-diverse people due to fear, violence and harassment.

While 80 per cent of Australian men report feeling safe while walking alone at night, a 2019 Community Council for Australia report notes that only 50 per cent of women say the same.

With the implementation of Victoria's Gender Equality Act 2020, creating inclusive spaces for women and gender-diverse people is a priority state-wide.

YourGround was created by Monash University's XYX Lab and digital consultancy CrowdSpot.



Baiting program expands in fight against foxes

Council expanded its fox baiting program to help better protect native wildlife, including the Little Penguin Colony on Middle Island.

In addition to Council-managed land west of the Warrnambool Sewage Treatment Plant, bait was laid in areas of Lake Pertobe, Pickering Point and behind the skate park.

Baited areas were closed to dogs and other pets (including dogs on leads), during and up to four weeks after the fox baiting program.

To identify fox "hotspots" specially trained Border Collies mapped fox activity with the data used to help determine the distribution of bait. This approach was aimed at stopping foxes before they reached Stringray Bay, with the highly effective Maremma dogs forming the last line of defence.





Storm damage forces closure of Breakwater

The Warrnambool Breakwater and boat ramp were temporarily closed to the public after the historic structure was damaged during rough weather in April.

Hand rails, kick rails, concrete capping and sections of the Breakwater wall were damaged by pounding waves, wind and rain.

All staircases to the top walkway were closed off with some sections of the stainless steel kick rail hanging loose.

Council assessed the damage before having discussions with the Department of Transport about the condition of the Breakwater and what repairs would be needed.



Council investigates roundabout effectiveness

Council began an investigation into pedestrian and vehicle traffic flow in Warrnambool's city centre in April.

Warrnambool residents and visitors to the city were asked about their experiences driving and walking in the city centre.

Council was particularly interested in how the pedestrian priority roundabouts were performing. The investigation will also consider traffic engineering data including average vehicle speeds, traffic

numbers, accident data and so on.

Several years ago extensive community consultation was undertaken before the city centre renewal which helped inform the streetscape design guidelines. A key theme of the guidelines was for the provision of "universal design principles that allow equitable use and access for all members of the community."

The results of the investigation will be presented to the Council in 2021-2022.



Key roundabout upgraded

The roundabout at the intersection of Banyan Street, Merri Street and Pertobe Road was upgraded to make it safer for motorists, cyclists and pedestrians.

The project was funded through the Federal Government's Blackspot Program and the Warrnambool City Council.

The roundabout was enlarged, raised humps and pedestrian refuges were installed at all crossing points with the aim of slowing traffic to make the intersection safer to use for everyone.



The WAG expands its digital library

Work continued to preserve Warrnambool Art Gallery's collection of paintings and works on paper in high definition digital form.

The WAG was one of several galleries in Victoria invited to participate in Creative Victoria's Regional Digitisation Roadshow (RDR): a project designed to create digital records of Victoria's key public collections.

Using a state-of-the-art WideTek36 scanner, the WAG's two-dimensional art collection was methodically scanned and included in a library of digital images.

The next stage included photographing three-dimensional objects and larger paintings.

The digital files provide greater access to the WAG's collection through reproduction, images for education, research and online applications.

Digital images will be added to the WAG's website with key works represented on Creative Victoria's Victorian Collections website at victoriancollections.net.au

The project has been supported as part of Creative Victoria's Regional Digitisation Roadshow, The State of Victoria as represented by the Department of Jobs, Precincts and Regions.



A message of welcome from Warrnambool Elder

In May, Aboriginal Elder Uncle Robbie Lowe Senior presented Warrnambool Mayor Vicki Jellie with a message stick to welcome visitors to the Civic Centre.

The gift to Warrnambool coincided with National Sorry Day and ahead of events marking National Reconciliation Week.

The timber message stick was made by Uncle Robbie over four weeks and contains the message:

"Ngatanwarr, welcome to the Maar Nation", which is surrounded by intricate etchings.

"It's a message of reconciliation," Uncle Robbie said. "The shape of the message stick is the nation, the notches at the side are the six tribes."

"Four circles depict significant Aboriginal sites at the racecourse, Moyjil, Picnic Point and Levy's Point-The Cutting."

The border of the message stick depicts sand dunes.

Message sticks have great significance in Aboriginal culture and were used as a way of communicating across tribes and regions and to help manage large gatherings.

Cr Jellie accepted the message stick on behalf of the Council and said it would be displayed prominently at the entrance to the Civic Centre.

"I would like to thank Uncle Robbie for this gift to the people of Warrnambool," Cr Jellie said.

"This is a very important symbol.

"It's a warm welcome to all and a great reminder to everyone that we live in Maar Nation traditional land.

"On National Sorry Day I would like to acknowledge that Aboriginal people have had to endure terrible treatment and discrimination over a long period of time.

"This message stick is an enormously generous gesture of goodwill.

"And as a Council we need to ensure that our decision-making is done with a goal to build reconciliation between indigenous and non-indigenous Australians."



Council signs on to VECO, Australia's largest ever emissions reduction project by local government

Warrnambool City Council joined 45 other Victorian Councils in signing on to VECO, the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia.

VECO, led by Darebin City Council in Melbourne's north, will provide 45 per cent of all Victorian Councils' electricity requirements with 100 per cent renewables, reducing greenhouse emissions by 260,000 tonnes of CO₂-e every year.

Provided by Red Energy, the 240GWh of clean power is equivalent to powering 48,000 homes with renewables or removing the emissions from 90,000 cars every year.

Initiated by and facilitated with the Victorian Greenhouse Alliances, VECO recognises the benefits of renewable energy for the environment and the economy.

The ground-breaking project will reduce each of the Council's current energy bills and reduce electricity prices by using clean renewable energy generated right here in Victoria.

By joining the project, Council will power 40 per cent of its total energy use with 100 per cent renewables. The renewable power will be allocated to facilities and infrastructure including streetlights, the Civic Centre, the Warrnambool Stadium and a large section of Surfside Holiday Park.

VECO is expected to save Council up to 35 per cent on electricity bills for those Council sites, which will equate to about \$80,000 in the first year based on 2019-2020 energy prices. The lower prices obtained through VECO are locked in for the next three years.

Moving to renewable energy was a step the community called for during the development of the Warrnambool 2040 plan.

The move to renewable energy complements other Council initiatives aimed at reducing our overall energy consumption, such as the street light changeover to highly efficient LEDs.

Red Energy will provide 240 GWh of electricity per year to the 46 councils in the VECO purchasing group over a period of 9.5 years, beginning 1 July 2021.

Owned by Snowy Hydro, Red Energy is a 100 per cent Australian owned and operated energy retailer based in Melbourne.

The renewable energy will be provided by two wind farms in Victoria – Dundonnell wind farm near Mortlake, which started exporting power to the grid in March 2020, and Murra Warra II wind farm near Horsham, which commenced construction September 2020 and will be fully operational by June 2022.



Grant funding for 12 new Warrnambool events

The Warrnambool City Council has provided \$68,800 in funding to 12 brand-new events to enliven the city during the off-peak season.

Part of the funding for the Activate Warrnambool grants came from money set aside for the cancelled New Year's Eve fireworks display.

Warrnambool Mayor Vicki Jellie said that the aim of the Activate Warrnambool grants was to diversify the city's events calendar and provide more experiences outside of the summer months.

"I'd like to congratulate all of the grant recipients for putting their hands up and playing their part in creating a vibrant city," she said.

"There's more to do in Warrnambool in winter than just wait for the whales.

"Many businesses are still recovering from 2020, and while a busy summer certainly helped, we need to continue to create new opportunities," she said.

"Having exciting things to do for locals is important too, and an exciting events calendar plays a big role in the liveability of any city."

The Moyjil to Merri Trail Run was one of the dozen events to secure Activate Warrnambool grant funding, with Race Director Dave McIntyre saying that without the grant, the event wouldn't be possible.

"In this environment, a new event is a big risk, but with a bit of backing you can plan with some confidence," he said.

"We'll have 10km, 20km and 30km events. We might even have a 5km, we're still finalising all of the planning.

"It will be good for casual runners looking for a race to build towards as well as more serious runners to test themselves."

Funded events:

Warrnambool Storytelling Festival	June / July
Men's Mateship Retreat by Grab Life By The Balls	August
Winter Concert Series by Raglan Presents	June / July
Warrnambool School of Art - Creative Weekend Escapes	Year long
4 Wide Unwired Music Festival	August
Warrnambool Show Grounds Committee - Warrnambool Rodeo	December
Find Your Voice Choir presents From All Angles	August
Physipole State Competition	November
Moyjil to Merri Dirty 30 Trail Run	October
Brophy Family & Youth Services presents - Warrnambool Youth Fest	June / July
Speakeasy Event Series	September / October
The F Project - The Fabric of Life Festival	November



Archibald finalist makes his mark at the WAG

Warrnambool artist Matthew Clark became a finalist in this year's Archibald Prize, the prestigious portraiture prize administered by the Art Gallery of New South Wales.

Matthew's acrylic work on canvas, Del Kathryn Barton is a good listener, was one of 52 finalists in the Archibalds.

At the same time Matthew was also preparing for an exhibition of his work at the Warrnambool Art Gallery (WAG).

The exhibition, which officially opened on June 19 was titled Wallabies Gambit Club and combined two of his great loves: wallabies and chess.

Matthew said he was drawn to painting wallabies while observing a joey that had just emerged from its mother's pouch.

"It was sniffing the washing line, no other wallabies sniffed the washing line because they know it is not eatable," Matthew said.

"This was probably the youngest wallaby I had ever seen. My passion for wallabies grew and grew. I perceived them to have strong personalities and individual characteristics. This flowed into paintings and sculptures.

"I began playing chess at school when I was 11. It was the only thing at school I succeeded at. Now I play online and at Warrnambool Chess Club and sometimes I play in tournaments in Melbourne and once in Canberra."

Another component of the exhibition was a striking mural painted by Matthew on the main façade of the WAG.



New rubbish bins to complete four-bin system

Over May and June Warrnambool households received a larger rubbish bin, with collections changing from weekly to fortnightly.

This bin completed the municipality's transition to a four-bin system, with the changes aimed at diverting material from landfill and directing waste into recycling streams or re-use where possible.

By introducing a larger rubbish bin, but collecting it fortnightly, Council kept the number of fortnightly 'bin lifts' at four, which helps contain costs down while creating a better system to manage waste."

Kerbside collection information

2020-21

Rubbish: 80L – weekly
Recyclables: 240L – fortnightly
FOGO : 240L – fortnightly
Bin lifts: 104
Total volume over a year: 16,640 L/household

2021-22

Rubbish: 140L – fortnightly
Recyclables: 240L – fortnightly
FOGO: 240L – fortnightly
Glass: 80L – fortnightly
Bin lifts: 104
Total volume over a year: 18,200 L/household



The lights are in at Reid Oval

The Reid Oval Redevelopment reached another milestone with the installation of new light towers.

Four 30m towers were craned in and assembled on site before being erected on May 12 and 13.

The lighting at Warrnambool's premier sporting facility will be rated at 300 lux, which means that the venue can host night football and cricket matches.

Along with making competitive night games possible, the upgrade will greatly improve the safety and comfort of players, officials and spectators.

The LED lights provide more even coverage of light across the ground and glare is minimised due to the height of the poles.

The lights can be dimmed during training sessions when 300 lux is not required, saving on energy costs.

The Reid Oval Redevelopment is a \$10.7 million project funded by the Victorian Government (via Sport and Recreation Victoria and Regional Development Victoria), the Warrnambool City Council (via the Victorian Government's Community Sports Infrastructure Loans Scheme), the AFL (via the Australian Football Facilities Fund) and Cricket Victoria (via the Australian Cricket Infrastructure Fund).



Doggie play equipment to be added to park

A run in the Community Dog Park became more adventurous with the addition of dog play equipment.

The play equipment includes several timber items built by Warrnambool Men's Shed members and a large concrete culvert.

A number of pieces of locally sourced bluestone will also be added which will help protect the wooden equipment and double up as informal seats.

The new additions have been driven by the efforts of the Dog Park Community Working Group while the Men's Shed provided in-kind labour and the concrete for the project was donated by Rapid Mix.

Council was able to repurpose some materials that had been stockpiled at the Council Depot.

The cost of the play equipment was under \$5000. The dog park was opened in 2019 and includes a FOGO bin, drinking fountain, dog bowl and tap. In April 2020 the dog park was doubled in size to 4000sqm – about an acre.



Surge in satisfaction with Council performance

Warrnambool City Council has improved across all seven core measures in the annual Local Government Community Satisfaction Survey.

Most Victorian Councils participate in the survey, which is co-ordinated by the Department of Jobs, Precincts and Regions and involves asking

residents about their perceptions of how a council is performing.

The index score for overall Council direction shifted dramatically from 32 in 2020 up to 59 this year while the score for overall performance also saw a marked improvement from 42 to 55.

Core measure	2021	2020	Regional average	State average
Overall performance	55	42	60	61
Consultation and engagement	50	42	54	56
Community decisions	49	42	54	56
Sealed local roads	59	48	60	57
Waste management	71	66	69	69
Customer service	71	63	71	70
Overall council direction	59	32	54	53

Overall, the survey covered 28 service areas, including the seven core measures and a new measure added to the survey this year, which was value for money.

Council improved its score in 25 of the 27 measures and in the value for money measure scored 54, which was on par with the Victorian average and one point below the regional average.

The table below shows Council's highest performing service areas.

Service area	2021	2020	Regional average
Appearance of public areas	76	71	75
Recreational facilities	71	65	74
Waste management	71	66	69
Customer service	71	63	
Emergency and disaster management	70	67	72

Council's lowest performing areas are listed in the

table below.

Service area	2021	2020	Regional average
Community decisions	49	38	54
Consultation and engagement	50	42	54
Parking facilities	51	38	55
Informing the community	52	45	59
Lobbying	53	43	56

Declan keen to grow a career in gardening

After spending the past four weeks doing work experience at the Warrnambool Botanic Gardens, Merri River College student Declan Baulch was keen to find part-time work in the gardening industry.

Declan, 16, was one of four students to undertake work experience at the Warrnambool City Council as part of the Municipal Association of Victoria (MAV) Disability Work Experience Project, with Merri River School VCAL Teacher Ken Radley saying that the program has been transformative for the young people involved.

"Our school is extremely grateful for the opportunity to have our students undertake work experience," he said.

"On the back of securing his place at the Botanic Gardens and meeting the team, Declan has told his mum that he'd like to look for a part-time job. "I believe the fact that he is doing work experience has increased his self-esteem and willingness to try new things."

And after almost completing his month of work at the gardens, Declan said he couldn't be happier. "I like every single bit. (I've been) planting trees, watering, blowing leaves," he said.

"Everyone was really nice."

Warrnambool was one of 12 councils chosen to participate in the MAV Disability Work Experience Project.



Warrnambool City Council Team Leader Trees and Botanics John Sheely said along with providing valuable experience for young people, the program allows Council look at new ways to help people with disability show their capabilities and strengths. "Declan has shown a great interest, and he's enthusiastic about the work," he said.

"It's a really good program that allows us to refine our work and reflect on what we do, allowing us to question why we do things and break tasks into steps.

"It's been great having Declan along. He's been part of the team and really accepted that challenge well."



What's good about your 'hood?

Council commissioned a study into liveability in Warrnambool, the Liveability Census, in partnership with research group, Place Score.

Council will use the information collected through the survey to get a better understanding of the neighbourhoods across Warrnambool and to help ensure that efforts and resources are directed where they are most needed.

The project is funded in part by the Australian Department of Industry, Science, Energy and Resources, and State and Local Governments across Australia. It is Australia's largest research and engagement project revealing trends, values and performance data regarding liveability.



Penguin protector Eudy passes away

Warrnambool's longest serving penguin protecting maremma dog, Eudy, passed away in at the age of 12 in May.

Eudy and her sister, Tula, were the first Maremma guardian dogs specifically trained to protect the now world-famous Little Penguin colony on Middle Island.

Eudy's final shift on the island was over the 2019-2020 summer, with plans for her to join her sister in retirement.

She first began protecting the island in the 2010/2011 season, and had spent time guarding the local penguin colony every year since.

Middle Island Penguin Project Coordinator Dr Trish Corbett said that without Eudy and Tula, there might not be a penguin colony on Middle Island for current guardian dogs to protect.

"Eudy and her sister Tula have been the heart and soul of the project," she said.

"They are the true heroes.

"She did an amazing job protecting the island with Tula and was always fantastic when we brought new pups for her to mentor.

"It was always lovely to see how excited she was to get back to her island after a break. She had a beautiful smile and it always shone brightest when she was there."





WARRNAMBOOL
CITY COUNCIL

REPORT OF
OPERATIONS
2020-2021
OUR COUNCIL



CITY PROFILE

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

It contains the coastal city of Warrnambool and the towns of Allansford, Bushfield and Woodford. Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities.

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

Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college, a Deakin University campus including a School of Medicine and a base hospital which is part of South West Healthcare. The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction.

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

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

Along with the natural attractions visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life saving events. The region also features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Major dairy manufacturers and a large meat processor are situated in and around Warrnambool providing a major source of employment.

Council offices

Civic Centre
25 Liebig Street, Warrnambool

Telephone: 03 5559 4800
Email: contact@warrnambool.vic.gov.au
Website: www.warrnambool.vic.gov.au
Postal address: P.O. Box 198, Warrnambool,
Victoria 3280

OUR COUNCILLORS

The council was elected to provide leadership for the good governance of the municipal district and the local community. In 2020 the Warrnambool community elected a new council for a four-year term. The municipality does not have wards with the seven councillors the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

The Councillors are:



1 Mayor - Vicki Jellie
Elected October 24, 2020
Email – vjellie@warrnambool.vic.gov.au

2 Deputy Mayor - Richard Ziegeler
Elected October 24, 2020
Email – rziegeler@warrnambool.vic.gov.au

3 Otha Akoch
Elected October 24, 2020
Email – oakoch@warrnambool.vic.gov.au

4 Debbie Arnott
Elected October 24, 2020
Email – darnott@warrnambool.vic.gov.au

5 Ben Blain
Elected October 24, 2020
Email – bblain@warrnambool.vic.gov.au

6 Angie Paspaliaris
Elected October 24, 2020
Email – apaspaliaris@warrnambool.vic.gov.au

7 Max Taylor
Elected October 24, 2020
Email – mtaylor@warrnambool.vic.gov.au

OUR PEOPLE

Organisational structure

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

Chief Executive Officer (CEO)

Peter Schneider

Senior officers reporting directly to the CEO

Director City Growth

Andrew Paton

Areas of responsibility:

- Economic development and investment
- City Strategy and Development
- Visitor Services

Director Community Development

Richard Stone (acting)

Areas of responsibility:

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

Director Corporate Strategies

Peter Utri

Areas of responsibility:

- Financial Services
- Information Services
- Organisational Development
- South-West Victorian Livestock Exchange
- General Counsel, Strategy and Procurement

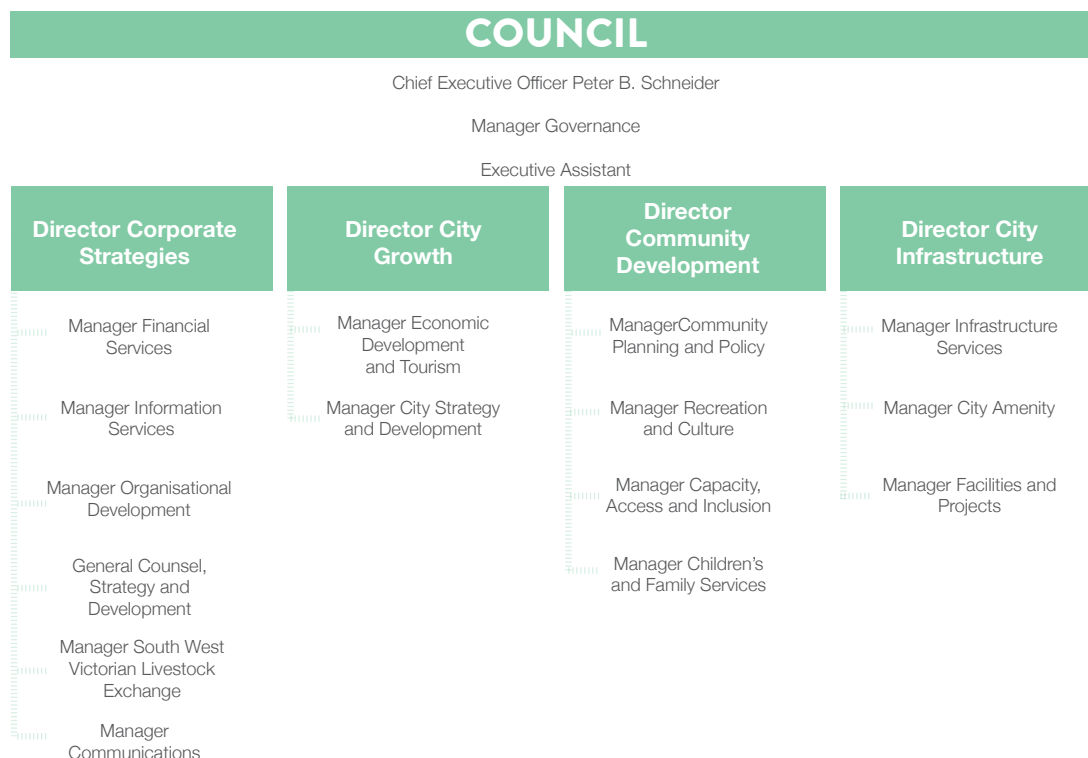
Director City Infrastructure

David Leahy

Areas of responsibility:

- Infrastructure Services
- City Amenity
- Facilities and Projects

A chart setting out the organisational structure of the council is shown below



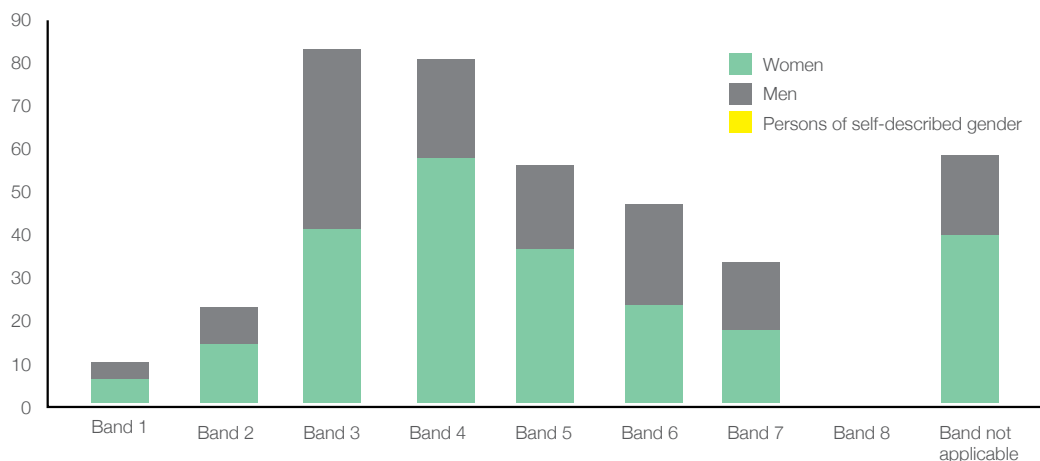
Council staff

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

Employee type/ gender	Executive	Corporate Strategies	Community Develop- ment	City Infra- structure	City Growth	Total
Permanent FT – M	1.00	18.00	12.00	79.00	18.00	128.00
Permanent FT – W	2.00	13.00	49.00	12.00	14.00	90.00
Permanent FT – X	0.00	0.00	0.00	0.00	0.00	0.00
Permanent PT – M	0.00	1.70	7.90	9.00	1.70	20.30
Permanent PT – W	0.00	16.50	85.30	11.20	11.60	124.60
Permanent PT – X	0.00	0.00	0.00	0.00	0.00	0.00
Casual – M	0.00	0.90	4.40	0.90	0.20	6.40
Casual - W	0.00	1.00	12.20	0.80	1.70	15.70
Casual – X	0.00	0.00	0.00	0.00	0.00	0.00
Total	3.00	51.10	170.80	112.90	47.20	385.00



Employment	Women	Men	Persons of self-described gender	Total
Band 1	5.40	3.60	0.00	9.00
Band 2	13.10	8.90	0.00	22.00
Band 3	40.40	42.00	0.00	82.40
Band 4	57.50	23.10	0.00	80.60
Band 5	35.60	19.60	0.00	55.20
Band 6	22.70	23.20	0.00	45.90
Band 7	16.50	16.00	0.00	32.50
Band 8	0.00	0.00	0.00	0.00
Band not applicable	39.10	18.30	0.00	57.40
Total	230.30	154.70	0.00	385.00



Equal employment opportunity program

Council aims to achieve and maintain a non-discriminatory and harassment-free workplace, having regard to relevant legislation, and to provide equity of access to promotion, training and development.

Specific mechanisms, including human resources policies, will continue to be developed in consultation with employees in order to meet these objectives. Council will seek to provide equity of access to training and career path development and will ensure compliance with equal opportunity legislation.

From September 2020 through to April 2021, Warrnambool City Council delivered 21 x face to face workshops to provide staff across the organisation with information and training around "Respectful Behaviours".

A leaders program was initially held with a focus on self-resolution strategies and conversational techniques for responding to concerns and allegations of inappropriate conduct, with 19 Senior Leaders and 37 Service Managers and Coordinators attending.

Further sessions were held for staff across the organisation with the objective being that they would be able to identify their critical role in contributing to an inclusive and respectful culture, 355 staff from across the organisation attended these sessions. The workshops assisted staff to develop a clear understanding and familiarity with existing WCC policies and the legislative obligations relating to the prevention of bullying, harassment and discrimination.

Enterprise Bargaining Agreement

Warrnambool City Council's Enterprise Agreement no.8 was approved by Fair Work Australia with an operative date of 7 April 2020 for a period until 30 June 2022.

Council will commence negotiating for the next Enterprise Agreement towards the end of 2021. Through good faith bargaining Council will continue to commit to having terms and conditions that provide certainty around remuneration, allowances and penalty rates whilst having a level of flexibility that promotes a healthy work-life balance.

Professional development

As part of Warrnambool City Council's commitment to staff learning and development, employees are offered a variety of learning methodologies, including facilitated workshops, study assistance, self-paced courses and a corporate online learning platform. Council employees were afforded the opportunity to undertake 40 different types of professional development throughout the 2020-2021 financial year. These opportunities included compliance training, undergraduate and postgraduate studies, and technical and soft skills.

Preventing violence against women

Council through the development of the "GSC Strategy to Prevent Violence against Women and Children" have committed to delivering a program of clear action against Family Violence and which includes the development and implementation of workforce policies focused on the promotion of equality and non-violence, and workplace support available to staff experiencing family violence.



WARRNAMBOOL
CITY COUNCIL

REPORT OF OPERATIONS **2020-2021** **OUR PERFORMANCE**

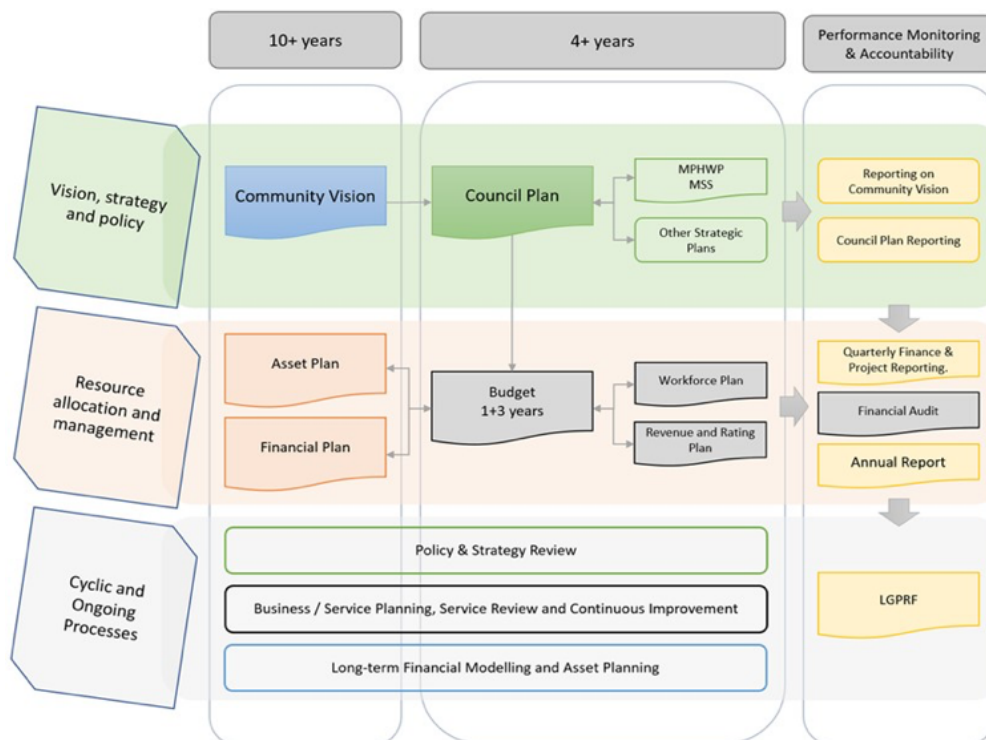
The planning and accountability framework has been redefined to include the long-term community vision.

The Local Government Act (1989) and its successor, the Local Government Act (2020) require Council to prepare the following documents:

- A long-term community vision (2020 Act);
- A four-year council plan with the six months after each general election or by June 30, whichever is later;

- A strategic resource plan for a period of at least four years which is included in the council plan (1989 Act);
- A budget for each financial year; and
- An annual report in respect of each financial year.

The planning and accountability framework is depicted below:



Source: Department of Jobs, Precincts and Regions





STRATEGIC DIRECTION

Council activities are guided by key strategic documents.

These include the four-year Council Plan, developed by Councillors and adopted within six months of a Local Government election. The Council Plan, which is revised annually, also acknowledges the goals of the long-term community plan, Warrnambool 2040 (W2040).

Council, in partnership with the community, developed W2040 over 2017 and 2018. A long-term community plan, or vision, is now a requirement under the new Local Government Act 2020.

The Council Plan aligns with the goals of W2040. The icons beside the Council Plan objectives and the W2040 visions below will appear throughout this report to provide readers with an insight into the strategic origins of Council's actions and initiatives.

Warrnambool 2040

The long-term community plan W2040 has four key visions, these are:

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

1. Sustain, enhance and protect the natural environment.

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

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

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

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

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

4. Develop a smarter economy with diverse and sustainable employment.

We will grow our population; we will have a more

Council Plan

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

The following are the five strategic objectives as detailed in the council plan.

sustainable local economy; we will have a more beneficial visitor economy and we will have more modern infrastructure.

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

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

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

Key to table documenting progress in relation to strategic indicators

Performance

Council's performance for the 2020-2021 year has been reported against each strategic objective to demonstrate how council is performing in achieving the 2017-2021 council plan.

Performance has been measured as follows:

- Results achieved in relation to the strategic

- Completed
- Progressing
- On Hold
- Not Progressing
- Not Completed
- Withdrawn



1: SUSTAIN, ENHANCE AND PROTECT THE NATURAL ENVIRONMENT.

Major initiatives – completed rollout of the four-bin system to reduce waste entering landfill. The kerbside collection now includes general rubbish, FOGO (food organics, garden organics), recyclables and glass.

1.1: Protect and enhance our waterways, coast and land.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.1.1	Complete a Domestic Wastewater Management Plan.	Coordinator Environmental Health	100%	●	Completed and adopted by Council.
1.1.2	Ensure all septic tanks meet EPA guidelines and requirements.	Coordinator Environmental Health	100%	●	All new septic meet requirements. Although this action is ongoing, existing systems are prioritised based upon risk in accordance with the Domestic Waste Water Management Plan.
1.1.3	Review recycling practices in the city and develop short and long-term options for recycling processing.	Manager City Amenity	100%	●	Full glass bin rollout now complete. Ongoing monitoring is required to minimise contamination.
1.1.4	Ensure compliance with Local Laws relating to horses on Lady Bay.	Coordinator Local Laws Traffic Fire & Animal Control	100%	●	This action is ongoing. There are no outstanding compliance matters in relation to local laws.

1.2: Commit to being a carbon neutral organisation by 2040.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.2.1	Deliver street lighting energy efficiency replacement program.	Coordinator Natural Environment	100%	●	The Street Lighting Project has been completed with the replacement of 916 LED street lights which will not only save carbon emissions in the transition to a zero carbon future but also save money with expected savings to be approximately \$146,000 per year.
1.2.2	Continue to reduce reliance on landfill by diverting organic material from waste streams.	Manager City Amenity	100%	●	Full FOGO rollout has been completed. In the first full year of operation 800 tonnes of food waste was diverted from landfill.

1.3: Assess our climate change preparedness.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.3.1	Review and implement findings of the climate change adaptation audit.	Coordinator Natural Environment	100%	●	Climate change adaptation and mitigation implementation is under way with planning for embedding and engagement with all areas of Council operations. The review of the Municipal Health & Wellbeing Plan provides the opportunity to embed climate change considerations within the revised plan. Green Futures Now is a collaborative project between the Youth Development Planner and the Sustainability & Environment team, and is engaging young people on climate change and what is being done within the local community to address climate change.

1.4: Review options for managing waste.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.4.1	Investigate opportunities for waste to energy to reduce reliance on landfill.	Manager City Amenity	100%	●	Discussions with waste to energy business are continuing with Council briefed on progress.



WASTE COLLECTION					
Service Performance Indicators	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	151.48	162.81	215.87	207.27	
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3.87	4.49	7.03	10.43	Increase may be due to four-bin rollout, confusion around changing collection schedules, and logistics of changing over to fortnightly landfill.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$109.29	\$111.26	\$86.17	\$87.43	
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$29.25	\$59.15	\$61.03	\$52.49	With the implementation of the four-bin system, the diversion from recycling (particularly to the glass bin) has decreased the cost of the recycling service in 2020-2021.
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.73%	47.78%	64.30%	64.44%	Council has implemented a four-bin system and this has had a significant impact in the waste being diverted from landfill into the other three classes(recyclable, FOGO and glass).

Objective No.1 Budget v Actual

Activity	Description	Net Cost Actual Budget Variance \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	602
		574
		(28)
Waste Management & Street Cleaning	This service provides kerbside collections and processing of garbage, recycling and Food Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	4,461
		4,386
		(75)
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	3,779
		4,043
		264

2: FOSTER A HEALTHY, WELCOMING CITY THAT IS SOCIALLY AND CULTURALLY RICH.

Major initiatives -

1. Council transitioned out of the Corangamite Regional Library Corporation in order to directly manage the Warrnambool Library.
2. Redevelopment of Reid Oval into a premier regional sportsground able to host high level AFL and cricket matches. More accessible, inclusive changerooms in new pavilion.






2.1: Promote healthy lifestyles.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.1	Encourage social connection and promote active living in public spaces.	Manager Community Policy & Planning	100%	●	Several activities are under way as part of the Social Connections project which is funded by the Victorian Government's Community Activation and Social Isolation program. The South of Merri Open Space Precinct Plan and the North of Merri Open Space Precinct Plans have been developed, both of which will improve connectivity between the open spaces.
2.1.2	Increase understanding of priority health and wellbeing issues in the community.	Manager Community Policy & Planning	100%	●	The Populus data sets were presented to Council and are available on the Council website. Five workshops were organised in partnership with South West Primary Care Partnership as part of the development of the new Health and Wellbeing Plan with participation of over 70 stakeholders. Council has partnered with Place Score to conduct the liveability census for Warrnambool. The survey was launched on 21 June and will close on 1 August. An online portal will be ready by 19 August with all the results from the survey. This survey data will be useful in placemaking, precinct development and future infrastructure planning.
2.1.3	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.	Coordinator Environmental Health	100%	●	All food premises are inspected for compliance before renewal is issued. Although this action is completed, it is an ongoing process beyond the reporting year.
2.1.4	Provide communications support to promote Council services and facilities.	Manager Communications	100%	●	The Communications Unit assisted with the promotion of MudBool and kinder enrolments including the introduction of the subsidised kinder program for three-year-olds.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.5	Implement Warrnambool - A Healthy City 2017-2021.	Manager Community Policy & Planning	100%	●	A detailed review of the Warrnambool - A Healthy City 2017-2021 was completed in December 2020 in collaboration with the South West Primary Care Partnership and a report was submitted to Council. Activities and events are ongoing to implement the key health and wellbeing priority actions. Work is also underway to develop the new Municipal Health and Wellbeing Plan 2021-25.
2.1.6	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.	Coordinator Environmental Health	100%	●	On 25 February 2021 Council provided the requested reporting to the MAV. The MAV have advised that Council's may resume the Tobacco Agreement in April school holidays which Council has already scheduled.






2.2: Increase participation, connection, equity, access and inclusion.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.1	Children with the highest needs within the community are identified and offered support through the Early Years Continuum.	Manager Children & Family Services	100%	●	The leadership team within the Children's and Family Services Team have established and embedded practices within the early years team to ensure collaboration is everyday practice across the services ensuring children with the highest needs are identified, supported and receive services as early as possible to ensure families are able to progress and develop, this happens through the Early Years Continuum provided by WCC services to ensure all families do not slip through the gaps and have the same opportunities to reach their full potential.
2.2.2	Strengthen and further develop the central enrolment process for kindergartens which respond to policy direction emerging from the Early Years Reform.	Service Manager Early Years Learning and Development	100%	●	The Kindergarten Central Enrolment process has been updated to incorporate the 3 Year old kindergarten policy and procedure.
2.2.3	Foster relationships between early years services and culturally diverse families, to make sure our services are safe and responsive to their cultural needs.	Manager Children & Family Services	100%	●	Early Years services have completed culture safe awareness training, staff in kindergarten are completing reconciliation plans in conjunction with indigenous elders, indigenous language continues to be delivered within services. Maternal Child Health works closely in partnership with Gunditjmarra Cooperative delivering the Aboriginal maternal Child Health Project.






Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.4	Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.	Service Manager Early Years Intervention & Support	30%		Continuing to develop the content for the kiosk. COVID-19 pandemic has restricted access to use of foyers so may need to consider an alternative design.
2.2.5	Ensure that the Commonwealth Home Support program meets and maintains all quality service standards as established by the Commonwealth Government.	Manager, Capacity, Access & Inclusion	100%		<p>The Service Manager has been monitoring Commonwealth regulatory requirements for CHSP providers during COVID-19 Pandemic by subscription to Department of Health email updates, DHHS Health Alerts and DHHS advice for Aged Care on the DHHS website. We attend fortnightly MAV Community Service Managers meetings at which a DoH representative provides updates and clarification in regard to regulatory requirements. When specific clarification is required direct contact is made with WCC DoH Grant Agreement Manager or DHHS Adviser, Agency Performance & System Support.</p> <p>The Service Manager maintains and monitors the Home Support Plan for Continuous Improvement which is based upon compliance with Aged Care Quality Standards (Quality Standards). The Home Support Service is audited by the Aged Care Quality and Safety Commission on a three yearly cycle to assess compliance with Quality Standards.</p>
2.2.6	Partner with local agencies and organisations to address health and wellbeing priorities.	Manager Community Policy & Planning	100%		Five workshops were organised with a diverse range of 70 stakeholders around the thematic areas of the new health and wellbeing plan. The thematic areas are: climate change and the community, physical health, social and emotional wellbeing, reducing harm from alcohol and other drugs, and, prevention of family violence. The new health and wellbeing plan will be submitted to Council for endorsement in September.
2.2.7	Support the collection and sharing of consistent data and evidence to inform strategic and service planning.	Manager Community Policy & Planning	100%		Council's community profile data is regularly updated on Council's website and made available to the public. Over the quarter, data relating to different locations in the municipality were disaggregated and shared with Councillors, Council officers and the public during the new Council Plan development workshops. Council will continue to update and share relevant data with the public through the website and other strategic documents.
2.2.8	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.	Manager City Amenity	100%		Although this action is complete for 2020/21 through awareness campaigns, this is an ongoing process which Council plays a shared role in this area with other State Government agencies.

REPORT OF OPERATIONS OUR PERFORMANCE


Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.9	Embed child safety standards across the Early Years Learning and Development Unit.	Manager Children & Family Services	100%	●	Staff across all areas of early years have completed extensive training around child safety and child safe standards. Different mediums of learning have been used to ensure all learning styles are catered for. Policies have been audited externally and have been identified as Audit conducted across the organisation has identified that Children's and Family Services policy and procedures are meeting the requirements. Feedback from audit identified and actioned.
2.2.10	Ensure regional assessment targets are met and that quality processes are adhered to.	Manager Children & Family Services	100%	●	Targets were adjusted to take into account the impact of COVID-19. Staff adapted the service to meet community needs in line with COVID measures and delivered services at the highest standard. Services remained open through all COVID lockdowns.
2.2.11	Implement Council's wellness, rehabilitation and diversity plans.	Manager Organisation Development	100%	●	Work has resulted in the formation of a Gender Equity Action Committee to oversee gender and diversity actions of Council in line with the requirement of the Gender Equality Act 2020.
2.2.12	Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years and Alliance networks.	Manager Children & Family Services	100%	●	All current reform priorities have been met, staff have completed MARAM training in the stage 1 roll out, stage 2 rolling out over the next half of the year. Services within stage 1 of the Victorian Government Information Sharing scheme also complete. 3 year old kindergarten is on track for roll out in 2022 for 5 hours and will continue to roll out further over the coming years.
2.2.13	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.	Manager Infrastructure Services	100%	●	Principle Pedestrian Network is complete and will be incorporated into the sustainable transport strategy along with the Principal Bicycle Network (PBN).

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.14	Continue to implement Council's Disability Action Plan.	Service Manager Community Support	100%		The ongoing implementation of key actions in Council's Disability Action Plan 2017 - 2026 enables Warrnambool City Council to work towards fulfilling its community service responsibilities to people with a disability. Upgrade of the Archie Graham Community Centre reception space is nearing completion, with the area being set up to meet accessibility requirements for patrons based upon recommendations from a Disability Access Audit of the facility. The MAV Disability Work Experience project has been progressing over the past three months, with the MAV final evaluation to take place in the next quarter. The project has centred around supporting people with a disability to gain work experience with a range of Council services. Merri River School students are gaining valuable employment skills in settings including the Botanical Gardens, Children's Services, Building Maintenance, Youth Services and Aquazone. Youth Services are currently undertaking a range of community arts projects which involves direct engagement with students with disability as part of a public art showcase. The construction of wide pathways in the Lake Pertobe precinct as part of the Lake Pertobe Masterplan is allowing for increased access to outdoor recreation in this popular location for people with mobility restrictions.
2.2.15	Establish a parenting program supporting the needs of fathers within the community.	Service Manager Early Years Intervention & Support	75%		Groups have been not able to occur in non-essential services. No further planning has occurred due to this uncertainty.
2.2.16	Maintain and enhance child immunisation rates (from 95 per cent coverage).	Coordinator Immunisation	100%		One year old 98.90% fully immunised. Two year old 97.75% fully immunised. Five year olds 97.89% fully immunised.
2.2.17	Develop a proposal for the development of fit-for-purpose immunisation facilities.	Coordinator Immunisation	100%		Premises have been located and a lease entered into for a bespoke immunisation clinic.
2.2.18	To ensure the transition of Capacity, Access and Inclusion branch programs and services from the COVID-19 environment back to normal operations.	Manager, Capacity, Access & Inclusion	100%		All Capacity, Access and Inclusion Branch programs and services are now operational. COVID Safe work plans remain in place. Group activities are operating at 75% capacity to ensure social distancing is maintained.




2.3: Increase community health and social connection.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.1	Complete the Age Friendly Communities Project.	Manager, Capacity, Access & Inclusion	100%		The Age Friendly Communities Project has been completed. This included a financial acquittal and a completion report to the Department of Health and Human Services. Warrnambool City Council's project received positive feedback from the Department.
2.3.2	Establish and deliver a Neighbourhood House program in the West Warrnambool Community	Manager, Capacity, Access & Inclusion	100%		<ul style="list-style-type: none"> Food share support continues for vulnerable individuals and families. High demand from consumers seeking support for Power Saving Bonus, this service coordinated by the Neighbourhood House is available through both the Archie Graham community Centre and the West Warrnambool Neighbourhood House. Playgroup, book club, art/craft activities, garden groups continue to be facilitated weekly Opportunities for community members to engage and participate in social and commemorative events, namely Harmony Week, Neighbourhood House Week, Volunteer Week and National Sorry Day. School Holiday program is in full swing with a large range of activities on offer A post COVID needs assessment has commenced to ensure future programming meets the needs of the community. The Advisory Group held its first meeting for the year and welcomed four new community members. This group meeting quarterly. A draft Strategic Plan has been developed and awaiting endorsement. A scoping exercise has been undertaken to explore options for an alternate facility. A standalone facility will increase community accessibility and create an opportunity for increase in the number and variety of programs offered at the centre.
2.3.3	Early childhood services know how to respond and reduce harm related to childhood trauma.	Manager Children & Family Services	100%		Staff training has occurred online due to COVID-19. Staff are using the skills learnt to support families and children within services.
2.3.4	Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.	Manager Children & Family Services	100%		Staff developed and delivered a tailored action plan to ensure an increased level of services are maintained for children up to three years of age.
2.3.5	Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.	Service Manager Warrnambool Stadium	100%		Council's outside school hours administration team have fully implemented the current version of our Xap childcare management system. Feedback from local families using the service/system has been positive.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.6	Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.	Service Manager Warrnambool Stadium	100%	●	The single childcare subsidy model and continued Federal Government financial support for families using childcare services has had a positive impact on Council's Outside School Hours Care services. Retention and new enrolments have been strong over the past 12 months despite the impacts of COVID. The financial performance of the programs has exceeded expectations this year, helped in part by additional State and Federal COVID support funding.
2.3.7	Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.	Service Manager Warrnambool Stadium	100%	●	The improved systems, resource stocks and operational documentation for activation of the Warrnambool Stadium will need to be reviewed as part of Council's ongoing emergency preparation and planning.
2.3.8	Establish Archie Graham as a key provider of health and wellbeing information, activities and opportunities for older adults and other community groups.	Service Manager Community Support	100%	●	Archie Graham Community Centre has recommenced provision of onsite services under a COVID-Safe Plan, with older adults and community groups re-engaging with health and wellbeing information and activities, with attendances nearing pre-pandemic rates. The Archie Newsletter continues to be a key source of information for centre patrons. With the support of additional staff funded through a Working For Victoria grant, Archie has been able to complete additional outreach to socially isolated and vulnerable cohorts, in order to reconnect them with services. This has included the re-establishment of the Archie Cafe run by a team of volunteers two days per week, along with the recommencement of a range of Senior Citizens group activities.
2.3.9	Continue to support and grow active volunteerism within the local community.	Manager, Capacity, Access & Inclusion	100%	●	<p>Volunteering Connect has undergone significant change over the last three months.</p> <p>Volunteer Connect to date has been funded by the Department of Social Services through the Volunteer Management activity (VMA), and part funded by Warrnambool City Council to support internal volunteering. On 30 June 2021, all current funding agreements under the Volunteer Management Activity (VMA) will cease. The Commonwealth Government will now provide funding to the state and territory peak bodies - for us that is Volunteering Victoria. The new VMA will have a renewed focus on:</p> <ul style="list-style-type: none"> Online services to build the capacity of Volunteer Involving Organisations (VIOs); and Breaking down barriers to volunteering for identified priority groups - people with a disability, first nations, and newly arrived migrants (under 5 years). <p>Transitional funding is available to support Volunteer Connect move to the new VMA with a focus of building VIO capacity to move online, and to break down barriers to volunteering for identified priority groups. Volunteer Connect will continue to support internal volunteering at Warrnambool City Council with our 12 volunteer program areas.</p> <p>From an internal perspective, volunteering at Warrnambool City Council was severely disrupted by COVID with a large drop in volunteer numbers during 2020 and now experiencing a slow return of volunteers for some program areas.</p>

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					This reduction in activity has provided an ideal opportunity to reassess our volunteer services and turn our attention to developing a Volunteer Strategy. Developing a volunteer strategy provides a framework to build a solid and sustainable volunteering culture at WCC.
2.3.10	Increase connectedness and build health and wellbeing knowledge of local people via social media.	Manager, Capacity, Access & Inclusion	100%		<p>Social media posts to council's Facebook pages have included information about the following Community Support activities and events:</p> <ul style="list-style-type: none"> West Warrnambool Neighbourhood House <ul style="list-style-type: none"> School holiday activities - Resin Art, Boxercise & Karate, and Red Cross Pillow Case Project Neighbourhood House Week activities during May Playgroup Activities National Sorry Day - purple flower display at the Lighthouse Theatre with contribution of thousands of flowers from schools, community groups and individuals Youth - Youth Showcase, Green Futures Now!, Youth Awards, Mental Health Check In, South West Emerging Leaders, Rainbow Day, FReeZA 'Bool Busking, Youth Council Disability Work Experience for Merri River School students Volunteer - Cross Cultural Leaders Training, national Volunteer Week Archie Graham Community Centre - lighting up purple to shine a light on Elder Abuse

2.4: Encourage and support participation in sport, recreation and physical activity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.1	Upgrade the gymnasium's strength equipment at AquaZone.	Aquazone Service Manager	100%		New Technogym strength equipment installed in June/ July 2020.
2.4.2	Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.	Service Manager Warrnambool Stadium	25%		With a review required for the facility operating system at the Warrnambool Stadium, opportunities may become available to incorporate these systems into the Gymnastics Centre.
2.4.3	Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.	Service Manager Warrnambool Stadium	100%		Even after 3 weeks of shutdown and restricted capacity in June, the Stadium users are enthusiastic about scheduling sports and events at the Stadium into the next 12 months. Council's Stadium team continues to implement renewal and maintenance programs to maintain high quality facilities for the use of sports association and visitors.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.4	Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.	Recreation Planner	100%	●	Continued monitoring of COVID-19 status with sports return, especially for winter tenants.
2.4.5	Coordinate the implementation of IMS Reserves Manager program with all of Council's sports ground user groups to manage and administer club seasonal allocations, licence agreements and casual sports ground bookings.	Recreation Planner	100%	●	IMS Reserves Manager to be continually utilised at Council's sports ground allocations, casual use and licence agreements.
2.4.6	Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.	Manager Recreation & Culture	100%	●	Complete, on budget, and ahead of schedule.
2.4.7	Implement Stage 1 of the Lake Pertobe Master Plan.	Manager Infrastructure Services	85%	●	Tender awarded for construction contract, program of works to complete major items prior to Christmas 2021. Major tower piece likely to be installed when supplied in early 2022.
2.4.8	Implement the Aqua-Zone Operational Plan and make improvements to drive increased visitation.	Aquazone Service Manager	100%	●	This has required extensive variation from original planning. Our focus changed to returning services and managing in the current climate. This was achieved by allowing access at a member rate, with memberships being reinstated as we became more secure in the continuance of business, along with the installation of new lease strength equipment in the Health Club. We have also had to adapt programs due to closures of spaces due to water damage. Swimming lessons resumed in T4 with an intensive holiday program offered booked at 90%, over two weeks.
2.4.9	Commence implementation of the Active Warrnambool Strategy.	Service Manager Recreation & Youth	25%	●	The Strategy will be reviewed in line with the findings of the Sport and Recreation Facilities Asset Plan (under way) and the review of the Health and Wellbeing Plan.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.10	Continue implementation of the Reid Oval Redevelopment Project.	Director City Infrastructure	100%	●	Oval surface works complete, oval lights have been commissioned and works on the pavilion building are progressing. On target to have site ready by September 2021.
2.4.11	Complete the upgrade to AquaZone's water treatment system.	Aquazone Service Manager	100%	●	Water treatment final sign off completed.

2.5: Encourage and support more lifelong learning.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.5.1	Review current kindergarten models in preparation of the governments introduction for funded programs for three-year olds in line with the State Government's early years reform.	Service Manager Early Years Learning and Development	100%	●	Kindergarten models have been developed for 2022, 3 year old and 4 year old kindergarten. Enrolments opened 21 June 2021.
2.5.2	Deliver Youth Leadership programs that a range of young people can access.	Youth Development Planner	100%	●	<ul style="list-style-type: none"> - Warrnambool FReeZA Crew: >50 young people connected through monthly Open Music Sessions & Facebook Group; Bool Busking; Music Web Mentors; warrnambool & Moyne Youth Showcase; and planning for All- Ages Tour for Oct 2021. - Multicultural Leadership Group: 23 CALD Warrnambool College Students from Culturally weekly leadership and personal development program. - South West Emerging Leaders: 8 Year 11 students from Warrnambool and Moyne participating. - Warrnambool Youth Council: 10 Youth Councillors Fortnightly Youth Council meetings during school terms; Coordinating Youth Awards; participating in MHWP consultation; developing youth mental health promotion campaign. - Warrnambool & Moyne Youth Awards. 40 nominations for Warrnambool people aged 12 - 25 Warrnambool (25 for Moyne); Delivered by Youth Council -Green Futures Now: 6 people aged 13 - 23 Environmental Leadership Program. Collaboration with WCC Natural Environment and supported by DELWP Climate Adaptation Strategy Grant. - Community Arts Development Officers supporting delivery of a range of projects to engage young people and activate public spaces including Youth Showcase Up in Lights Gallery: 8 young visual artists public artwork in Timor walk Laneway; >65 secondary students involved in tile making workshops; - Victoria Park Orienteering Art Trail: engaging 15 Merri River School & WAVE School students.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.5.3	Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.	Director City Infrastructure	100%	●	Construction contractor commenced on-site 28 June 2021. Car parks to be modified in Gilles Street to enable accessible drop-off area with South West TAFE campus. Philanthropic funds provided, minor demolition works commenced and asbestos removal completed.
2.5.4	Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.	Service Manager Early Years Learning and Developme	100%	●	Matron Swinton Child Care, Florence Collins Children's Services Complex, South Kindergarten and Central Kindergarten have all successfully completed the assessment and rating process against the National Quality Standards.
2.5.5	Continue to improve school readiness outcomes through the implementation of the DET School Readiness Funding.	Service Manager Early Years Learning and Developme	100%	●	School Readiness Funding has been successfully delivered across all kindergarten programs.



Service Performance Indicators	Results	Results	Results	Results	
Service / indicator / measure	2018	2019	2020	2021	Comments
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	2.00	3.00	4.00	Change in regulatory requirements now requiring more regular testing
Utilisation					
Utilisation of aquatic facilities					
[Number of visits to aquatic facilities / Municipal population]	6.94	6.85	4.37	3.65	Closures due to COVID19 restrictions during the year have impacted visitation numbers and consumer confidence. Membership numbers have been between 30% to 50% of the pre-COVID-19 levels which directly translates to a reduction in visitation numbers.
Service cost					
Cost of aquatic facilities					
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$3.87	\$4.53	COVID closures during the year especially those in May-June impacted visitation numbers and consumer confidence when actually open. Membership numbers have been between 30% -50% or pre-COVID-19 levels which reduces the income generated while many of the costs to run the facility are fixed. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures. .
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	
Service standard					
Animals reclaimed					
[Number of animals reclaimed / Number of animals collected] x100	80.54%	84.24%	19.16%	20.92%	Council returns the majority of animals directly to their owners in preference to impounding them. Animals that are impounded are those for which it has been more difficult to find the owners. Many impounded animals are rehomed rather than reclaimed.
Animals rehomed					
[Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	64.57%	71.73%	Note: New measure for 2019-20 financial year.
Service cost					
Cost of animal management service per population					
[Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$16.12	\$17.32	Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.

Service / indicator / measure	2018	2019	2020	2021	Comments
Health and safety Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	0.00%	0.00%	During 2020-2021 Council did not initiate any animal management prosecutions as there were no incidents that warranted a prosecution. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
Food Safety Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.00	1.00	1.00	0.05	
Service standard Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	99.28%	99.64%	94.26%	53.27%	Due to COVID19 restrictions, Council was unable to conduct inspections to all premises. Class 1 and 2 businesses were prioritised, however a significant number of clubs and community groups were not operating due to the restrictions.
Service cost Cost of food safety service	\$378.90	\$323.35	\$281.93	\$289.76	Savings in staffing costs during 2020-2021 with the departure of the Environmental Health Coordinator and difficulty in sourcing qualified staff to perform the role.
Critical and major non-compliance outcome notifications (Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises) x 100	100%	84.21%	100%	47.22%	Council aims for 100%. The staffing shortage and pandemic (which resulted in many shops closing and re-opening) were factors. A number of premises had been inspected in the final months of 2019-2020 which are scheduled to be inspected in 2021-2022.
Libraries Utilisation Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	4.72	4.49	3.44	3.07	Library loans were considerably down on the previous year due to extended periods of closure with the COVID19 restrictions. Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.
Resource standard Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	68.40%	69.03%	66.40%	77.01%	Corangamite Regional Library Corporation deleted an increased number of items over 5 years old in line with its collection management policy and therefore a higher % of items are under 5 years old.

Service / indicator / measure	2018	2019	2020	2021	Comments
Participation Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.37%	13.77%	13.87%	12.36%	New library memberships were considerably down on the previous year due to extended periods of closure with the COVID19 restrictions.
Service cost Cost of library service per population [Direct cost of the library service / Population]	New in 2020	New in 2020	\$21.62	\$22.67	Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.
Libraries Utilisation Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	4.72	4.49	3.44	3.07	Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.
Resource standard Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	68.40%	69.03%	66.40%	25.84%	
Participation Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.37%	13.77%	13.87%	7.12%	
Service cost Cost of library service per population [Direct cost of the library service / Population]	New in 2020	New in 2020	\$21.62	\$25.36	Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.
Maternal and Child Health (MCH) Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	95.64%	99.74%	100.00%	100.00%	
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$95.57	\$75.13	\$78.44	\$81.30	
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.63%	76.99%	77.68%	82.25%	
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	61.33%	73.24%	80.00%	86.81%	

Satisfaction

Participation in 4-week Key Age and Stage visit

[Number of 4-week key age and stage visits / Number of birth notifications received] x100

New in 2020 New in 2020 98.62% 96.10%

Maternal and Child Health (MCH)					
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Objective No. 2 Budget v Actual

Activity	Description	Net Cost
		Actual
		Budget
		Variance
		\$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	37
		40
		3
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	442
		335
		(107)
Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	589
		1,711
		1,122
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	1,043
		883
		(160)
Library Services	Provision of quality library and information services to the community.	929
		1,001
		72
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	424
		503
		79
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	1,228
		1,243
		15
Health Services	Administration of legislative requirements pertaining to public health, immunisation and food premises.	89
		118
		29
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	987
		1,007
		20



3: MAINTAIN AND IMPROVE THE PHYSICAL PLACES AND VISUAL APPEAL OF THE CITY.

Major initiatives - A number of key asset management plans were developed and/or adopted.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.1.1	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.	Strategic Asset Management Engineer	100%		Minutes of each Cycling Reference Group meeting are provided to Council for information.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.2.1	Implement the key initiatives of the Open Space Strategy .	Coordinator City Strategy	100%		<p>The Warrnambool Open Space Strategy is six and a half years into its implementation and is progressing on schedule. A detailed progress report was recently presented to Council (7 June) to highlight achievements to date. Some of the recommendations more recently completed include:</p> <ul style="list-style-type: none"> a Wayfinding Sign Design Package for the Foreshore, City Centre, and Russell's Creek (with several signs now installed), investigation of open space opportunities through the Allansford Strategic Framework Plan, acquisition of new open space adjoining the Merri and Hopkins Rivers, completion of all recommendations from the Jubilee Park Master Plan at Woodford, completion of the South of Merri Open Space Precinct Plan. An implementation plan is currently underway for the South of Merri Precinct. 100% of city-wide recommendations have commenced or are complete, and 78% of precinct-based recommendations are complete or underway.
3.2.2	Implement an Open Space Contributions Policy.	Coordinator City Strategy	85%		The Open Space Contributions Policy has been completed in draft form. The draft has been independently peer reviewed and the recommendations of the peer review are under consideration with the likelihood of further work being required that will have future budget implications.

3.3: Build infrastructure that best meets current and future community needs.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.1	Complete a review of the City Centre Car Parking Strategy.	Manager City Amenity	100%	●	Reported to Council in December 2020.
3.3.2	Complete the Changing Places Facility Project.	Manager Infrastructure Services	100%	●	Project complete and facility open for use by the public.
3.3.3	Develop and expand off-street parking areas.	Manager Infrastructure Services	100%	●	Land behind Timor Street is still under contract with an extra piece also being acquired to enable optimal access.
3.3.4	Develop and adopt a Playspace Strategy.	Manager Infrastructure Services	50%	●	The Playspace Strategy is still under review with delays due to priority placed on Asset Management Plans.
3.3.5	Prepare a strategy and funding model for a long-term tree replacement program.	Manager Infrastructure Services	100%	●	Funding requirement outlined in the Tree Asset Management Plan which is currently out for public consultation.
3.3.6	Progressively plan and renew City Centre streetscapes.	Manager Infrastructure Services	100%	●	Final design for Koroit Street being finalised by consultant. No renewal works in the CBD currently planned.
3.3.7	Upgrade of one public amenities building.	Coordinator Building Strategy & Services	60%	●	Approval for location is being sought prior to finalisation of design.
3.3.8	Develop significant & heritage tree renewal program.	Manager Infrastructure Services	100%	●	Built into the Tree Asset Management Plan currently out for public consultation.

3.4: Maintain and enhance existing Council infrastructure.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.4.1	Complete service level reviews for parks and gardens and roads and drainage services.	Coordinator Municipal Depot Operations	100%	●	Annual review of service levels was completed as part of the updated business plans. Review found that service levels were being complied with in the P&Gs areas.
3.4.2	Identify and regularly monitor condition of asset classes.	Coordinator Assets & Development	100%	●	20/21 condition assessment program now completed.
3.4.3	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.	Manager Infrastructure Services	100%	●	Drainage Asset Plan endorsed by Council in December 2020. Building Asset Management Plan endorsed by Council in February 2021. Open Space Asset Management Plan endorsed by Council in February 2021. Tree Asset Management Plan draft endorsed by Council for public consultation. Roads Asset Management Plan draft endorsed by Council for public consultation.

3.4.4	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.	Manager Infrastructure Services	100%	●	One Cannon Hill Howitzer has been renewed and returned to Cannon Hill thanks to volunteer labour.
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3.5: Advocate for better regional connections.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.5.1	Advocate for essential safety and road improvements on the Princes Highway West.	Manager Infrastructure Services	100%	●	Funding committed from State and Federal governments. Some works commenced East of Warrnambool, sections highlighted between Warrnambool and Port Fairy. Advocacy and publicity work now to be undertaken by Great South Coast group.
3.5.2	Seek funding for and deliver road safety projects.	Coordinator Infrastructure Management	100%	●	Council has made applications for the following programs: <ul style="list-style-type: none"> TAC Infrastructure Grant for Gateway Road TAC VicRoads Road Safety Community Grant Programs Federal Blackspot Kepler Lava Roundabout <p>The \$114 million Warrnambool Line Upgrade includes building a new crossing loop, signalling upgrades and 12 level crossing upgrades. In early July 2020 additional funding was announced by the Commonwealth Government for the Warrnambool Line Upgrade within the Regional Rail Revival Package to meet cost pressures. The upgrades will result in better reliability for passengers along the line and an additional weekday return service for passengers on the line. The 12 crossing upgrades between Warrnambool and Warrnambool have been completed and include boom gates, bells, lights and improved train detection technology. Construction on the major package of works, including the Boorcan crossing loop and signalling upgrades between Warrnambool and Warrnambool is under way and targeted for completion in late 2021. Train detection technology will be upgraded at more than 50 public level crossings, making them compatible with the VLocity trains being introduced and to improve safety for motorists and train passengers. Upgrades to the stabling at Warrnambool Station will allow VLocity services to start and finish at Warrnambool. On rail freight matters, the Victorian Government announced \$4 million in June 2020 to extend the Mode Shift Incentive Scheme (MSIS) through to June 30, 2021. Council, as an active member of the Rail Freight Alliance, continues to advocate for the extension of the MSIS beyond June 2021 in recognition of the important role the Warrnambool Intermodal Terminal plays to move freight by rail to Melbourne. Engagement occurring with the Geelong Fast Rail Project to align with advocacy efforts for more regular and reduced travel times.</p>
3.5.3	Advocate for improved passenger and freight rail services.	Director City Growth	100%	●	

Service Performance Indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road re-requests / Kilometres of sealed local roads] x100	56.56	67.89	58.50	60.19	
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.40%	96.48%	96.80%	96.05%	
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$155.90	\$91.05	\$97.30	\$98.78	
Service Cost Cost of sealed local road re-sealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$7.65	\$8.18	\$6.65	\$6.85	
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	53.00	58.00	48.00	59.00	Significant dissatisfaction with Council in 2019-2020 resulted in unusually low ratings for that year. In 2020-2021 satisfaction levels returned to be more consistent with historical levels.

Objective No. 3 Budget v Actual

Activity		Net Cost
		Actual
		Budget
		Variance
		\$'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	1,552
		1,919
		367
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	3,139
		3,463
		324
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	(371)
		(12)
		359



4: DEVELOP A SMARTER ECONOMY WITH DIVERSE AND SUSTAINABLE EMPLOYMENT.

Major initiatives - Development and adoption of the Social Housing Planning Project and the ongoing development of the East Aberline Precinct Structure Plan.

4.1: Grow the city's population through local economic growth.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.1	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.	Designated Area Migration Agreement Coordinator	100%	●	In the second year of the DAMA program Council endorsed 9 businesses and 86 positions across four local government areas. Since COVID-19 began impacting the GSC DAMA Region in early March 2020 we have still experienced demand for DAMA, but recognise with international borders closed this has slowed some businesses taking on DAMA due to recruitment efforts being impacted. Three withdrew applications shortly after COVID-19 began impacting. Food and fibre industry (dairy and meat), transport and car dealerships were the industries endorsed. There is a time lag in the DAMA process to be approved for the five year labour agreement. The endorsement of a business by the GSC DAMA is the first step, the department then approves the business for their labour agreement before the recruitment process occurs. At present the department indicates the approval process is 75 to 90 days, if the business has provided all necessary documentation. DAMA Occupations List: At present the GSC DAMA has 27 listed occupations and are awaiting approval for newly requested ones in aged care, child care and aquaculture which would take the total occupations listing to 37.

REPORT OF OPERATIONS OUR PERFORMANCE

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.2	Develop and circulate economic data and analysis to business and industry.	Manager Economic Development	100%	●	The Economic Development and Tourism teams continue to use multivariate data sources (e.g. Spend-mapp, Remplan, Business Engagement Measures, Changes in GRP, Number of New Business Registrations ÷ Total Business Registrations, Grant Funding secured, 482 Visas issued (DAMA), Event Participation, Social Media Community and Engagement Growth, PRIME Reports (Provisional Regional Internal Migration Estimates) and Regional Data Sets from the ABS (Population and People, Economy and Industry, Income, Education and Employment, Health and Disability, Land and Environment), Number of New Residential Building Approvals, Regional Population Change by LGA (ABS) and Population Projections (Australian Centre for Population) to monitor the City's economic performance. The Tourism data dashboard continues to progress and includes visitation through the Visitor Information Centre, Day and Night Attendance at Flagstaff Hill, as well as National Visitor Survey (NVS), International Visitor Survey (IVS), Australian Accommodation Monitor and Tourism Satellite Accounts from Tourism Research Australia (TRA) and Bureau of Infrastructure and Transport Research Economics (BITRE). In conjunction with Visit Victoria GORRT have been assessing VisScope which brings together TRA, ABS, BITRE, BDO Parki (Binder Dijkster Otte's real-time data tool for Holiday Parks), STAR Reports (STR Global's dSTAR Hotel Intelligence Performance where already subscribed) and AirDNA (data analytics for AirBNB properties).
4.1.3	Deliver Social Housing Planning Project.	Coordinator City Strategy	100%	●	The Social Housing Planning Project is funded through the Victorian Government's Social Housing Investment Program. The project commenced in July 2019 with the procurement of a social housing consultant. The project has been informed by extensive stakeholder engagement, data collection and analysis which have identified issues and opportunities to facilitate an increase in social housing in Warrnambool. The project was completed in August 2020 with the final report endorsed by Council on 3rd August 2020. The project underpinned recent funding of \$25mil from the Big Housing Build dedicated to Warrnambool.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.4	Provide executive support to implement the Great South Coast Food and Fibre Plan.	Director City Growth	100%	●	Council assisted the Great South Food and Fibre Group to transition to a not-for-profit incorporated entity. Achievements through 2020/21 include : Identified the need for an industry 'image re-set' and delivered on a marketing and communication plan to achieve this; successfully lobbied for change in water irrigation policy in the Great South Coast region, clearing the way for more efficient trading of the region's underground water licenses; developed a business case for a Marketing and Promotions Executive and Matrix of Pathways to promote Food & Fibre careers in the region; Leadership and collaboration to support the introduction of an Agribusiness major at Deakin University's Business School; funded a project with Leadership Great South Coast to identify gateways to the region at which to locate integrated food and fibre trail signage.; and Instigated and supported innovation events across the region. Recent advocacy efforts include wider coverage of 3 phase power and partnership funding bids to encourage renewable energy applications on dairy farms.
4.1.5	Implement Warrnambool - China Strategy to build local business capacity and capability.	Manager Economic Development	100%	●	Engagement with Asialink reverted predominantly to video conferencing during Q4 owing to the COVID19 Lockdown. The Connecting With Asia program (Brunei, Cambodia, Hong Kong SAR, India, Indonesia, Japan, South Korea, Laos, Malaysia, Myanmar, Philippines, Singapore, Taiwan, Thailand and Vietnam, as well as China) commenced in Q4 with participation of 20+ businesses across the region. The Program, whose core focus is on Tourism Readiness and enabling Tourism Operators to provide visitors from North East Asia, South East Asia and South Asia with authentic Australian experiences delivered with cultural awareness, runs until the end of Q1 FY22.

REPORT OF OPERATIONS OUR PERFORMANCE

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.6	Facilitate and promote business support initiatives to grow the local economy.	Manager Economic Development	100%	●	Economic Development and Investment Unit's Business Support Services continued to support business under the auspices of the COVID-19 Business Support Plan throughout Q4, including the Business Costs Assistance Program Round Two (designed to assist SMEs in eligible sectors impacted by the May and June COVID-19 restrictions, including restaurants, event suppliers, accommodation providers, non-essential retailers and other impacted sectors); the Licensed Hospitality Venue Fund (designed to support venues registered to serve food and alcohol, including bars, restaurants, pubs, clubs, hotels, cafés and reception centres impacted by the May and June restrictions); and the Events Support Package (designed to help the event industry, including large event operators and suppliers, event promoters, producers and other businesses that deliver live performance events that had events and work cancelled due to the May and June restrictions). The Economic Development and Investment Unit facilitated the Agribusiness Evolution Program in partnership with Food Innovation Australia Limited (FIAL) and Beanstalk in launching a pilot innovation program designed for leading Warrnambool and Great South Coast Agri-food businesses to develop regional capability in entrepreneurship training. The Program launched in Q4 and the cohort comprises 14 businesses across the region. Having identified that Agribusiness is a one of the key long-term growth sectors with significant opportunity to develop and promote Warrnambool as a regional centre of excellence for food production, the Unit has continued to work closely to support key initiatives such as the Great South Coast Food and Fibre Plan and the Western Victorian Dairy Strategy.
4.1.7	Plan for the development and implementation of precinct structure plans.	Coordinator City Strategy	100%	●	Development of precinct structure plans is ongoing, with the future growth area east of Aberline Road currently being developed. The Minister for Planning has appointed the Victorian Planning Authority as the Planning Authority for the East Aberline Precinct Structure Plan (PSP). Further detailed technical studies are being commissioned to inform the future urban structure of the PSP and required developer contributions. The Allansford strategic framework plan has been endorsed. The Eastern Activity Centre Structure Plan has been implemented via Planning Scheme Amendment C103, approved by the Minister for Planning and gazetted on July 9, 2020.

4.2: Encourage more sustainable local business.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.2.1	Continue to facilitate and implement place-making initiatives.	Director City Growth	100%	●	While COVID-19 has adversely impacted placemaking events across the City, a number of initiatives have been implemented through the 2020/21 year. Many Warrnambool businesses have accessed State government support for infrastructure upgrades to encourage outdoor dining and activation opportunities. Council has facilitated many of these proposals through the planning permit process. Infrastructure upgrades have also been made to a number of our City's laneways creating further spaces where people can meet and enhanced amenity to encourage walking connections across the City.
4.2.2	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.	Director City Growth	100%	●	Council continues to be engaged with the Great Ocean Road Parks and Coast Authority (GORPCA) which is a newly established independent statutory authority to manage Coastal Crown Land and marine waters along the Great Ocean Road.. Planning permit activity continues to strong for both residential and commercial activity. Planning at advanced stage to commission a City Wide Land Use Strategy which will be a blueprint for land use activity across the municipality over the next 20 years.
4.2.3	Deliver a business case for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.	Director City Growth	100%	●	Council has implemented a Business case and funding contribution towards the establishment of 'the Hive', a start-up space for new businesses located at South West TAFE.
4.2.4	Implementation of Development Plans and Developer Contributions Plans.	Coordinator City Development	100%	●	Development Plan applications and Development Plan amendments continue to be processed and determined by Council, being: <ul style="list-style-type: none"> • North of the Merri (Oakwood Riverside)- referred and to go on exhibition. • 15 Dales Road- to go on exhibition. • 119 Bridge Road- exhibited and submissions received. Assessment to complete and recommendation to put to Council.

4.3: Enhance the visitor experience.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.1	Deliver a population attraction campaign supported by a Victorian Government grant.	Coordinator Economic Development	100%	●	A population attraction campaign project that received a \$30,000 grant from the State Government was completed earlier this year. This campaign targetted postcodes that have historically attracted inward population movement to our City and delivered through Social Media, in Cinema Campaigns in and outside of Warrnambool (over summer period) and through website development. A broader Warrnambool population attraction strategy is also currently under development which is looking at things such as: Policy context, population projections for the City and data on population trends; Findings from research into the influences, drivers, barriers and attractors of population to regional areas; Current Australian and International case studies of programs introduced to attract population to regional areas; and will provide recommendations on levers and actions for population attraction in Warrnambool.
4.3.2	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).	Manager Economic Development	100%	●	First Draft of the Strategic Plan is complete in line with 2020/21 target. The Holiday Parks Strategy will be finalised in 2021/22 and will align to Objectives in the Council Plan 2021 - 2025 and include specific priorities such as Landscape gardening (native flora planting, privacy, flexible use of space etc.); uniform brand-alignment across both Surfside and Shipwreck Bay with a consistent look-and-feel across all In-Park signage, Guest Documentation and Marketing Collateral; Signage improvements; Fencing laundry and maintenance area including upgrades to Surfside Workshop; New Cabin Stock (2BR and possibly some 3BR to replace Mariners Cabins; Improvements to Entrance/ Front Of House / Back Of House office area and signage improvements; Enhanced Security (including more CCTV); Power upgrades (or replacements) to Mains and Sub-Mains Distribution Boards; and Development of a wider plan to significantly improve pedestrian and bicycle access from Flagstaff Hill to Surfside Holiday Park (and vice-versa) to improve safety and accessibility between both venues, day and night.
4.3.3	Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to update and commence implementation of the Warrnambool Destination Action Plan.	Director City Growth	100%	●	Funding secured and planning commenced for Warrnambool Destination Action Plan but industry engagement component of the strategy delayed due to COVID-19 restrictions and associated disruptions.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.4	Support the activities of the Great Ocean Road Regional Tourism Board.	Director City Growth	100%	□	The latest lockdowns have continued to challenge our Visitor Economy businesses, especially those businesses trying to support staff in a post Job Keeper environment. GORRT has built a new campaign to target Melbourne and regional Victoria which will launch in the coming weeks. Activations will include content creation, instagram, facebook, digital advertising, blogs and itineraries, regional newspaper, and regional radio. All businesses that have an active listing with GORRT will benefit from this campaign. Listing on website(s) and visitvictoria.com remains free and it is free to add events and/or latest retail offer / deal. With support from the Great Ocean Road Regional Tourism Board, Warrnambool will host the Visitor Information Services (VIS) Summit to be held in Warrnambool over 3 days in September 2021. The Summit will explore how VIS staff can support market recovery through collaborative promotion, connection with community and business, and new ways to connect with visitors and their changing needs. Itineraries for the 2021 VIS Summit Study Tours will explore the Warrnambool and Port Fairy tourism landscape. These tours are a key component of the event and have been curated to showcase our host region Warrnambool and spread product knowledge throughout Victoria.
4.3.5	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.	Director City Growth	100%	□	Over \$700 million in private sector investment is in planning. Victorian and Commonwealth funding of \$108 million has been secured for implementation of Stage 2 of the Shipwreck Coast Master Plan. \$153 million for Great Ocean road maintenance. Parks Victoria has commenced Stage 1 works which will deliver new lookout structures at the Saddle and the Blowhole, Port Campbell National Park; a new pedestrian bridge over Port Campbell Creek in Port Campbell; better telecommunications; and a wi-fi and digital interpretation platform to enhance the experience for visitors.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.6	Continue to implement actions of the 2018-2022 Events Strategy.	Service Manager, Events & Promotion	100%	●	<p>Winter events program partially delivered including Namaste Outside and MudBool. Both very successful well attended free events. Solstice Searching and Solstice Search Party were postponed to September due to COVID restrictions.</p> <p>New "What's on in Warrnambool" event calendar launched in collaboration with the communications team and rec and culture team. This will benefit locals, event organisers and businesses in knowing what is on in Warrnambool and promoting their events.</p> <p>Activate Warrnambool funding round delivered funding to 11 new events to take place between May and November 2021 to the total amount of \$77,000. \$35,000 of funding was recently secured from the State Government Regional Recovery Fund. Following community consultation, the grant will fund workshops and keynote speakers at an event (name TBC) at The Lighthouse Theatre on Tuesday 16 November 2021. The event aims to assist event organisers and small business owners, to help them with COVID-19 recovery strategies including but not limited to, COVID safe management, marketing strategies, sponsorship and grant applications, event and business transformation into the online space.</p> <p>The project is expected to result in the following outcomes:</p> <ul style="list-style-type: none"> Increased number of community events taking place in Warrnambool to assist in economic recovery post Covid19 restrictions. Community groups and organisations will have been supported in delivering COVID safe events with confidence and in line with Public Events Framework. Improve grant writing knowledge, skills and confidence to successfully apply for a range of grant programs for events and small businesses. Build sales and marketing skills with user groups and community event organisers. Educate businesses and event organisers in digital transformation and strategy to futureproof their business and event.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.4.1	Provide advocacy support material and report on advocacy outcomes.	Manager Communications	100%	□	<p>Projects in the current Advocacy Strategy have all received complete or partial funding including Stage 2 of the Warrnambool Base Hospital redevelopment; the Princes Highway West upgrade; Warrnambool railway line upgrade; upgrades at the Port of Warrnambool and funding for the hydrogen research and development facility at Deakin University.</p>

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.4.2	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.	Director City Growth	100%	●	Council is a member of the Princes Highway Action Alliance. The Alliance, comprising the municipalities of Warrnambool, Moyne, Corangamite and Colac-Otway, is lobbying State and Federal governments to improve the quality and safety of the Princes Highway between Colac and the South Australian border. The Australian Government has added the Princes Highway from Colac to the South Australian border to the National Land Transport Network, recognising the critical importance of the key freight link to the Victorian and national economies. The Australian Government's \$300 million budget commitment to the Princes Highway in Victoria includes the \$60 million investment in upgrades between Warrnambool and Port Fairy.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.5.1	Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.	Manager Economic Development	100%	●	Council continues to collaborate with Deakin University in operationalising the Hycel Technology Hub (HTH) into a Research, Testing, Manufacturing & Supply Chain facility, in alignment with the W2040 goal of not only becoming carbon-neutral and being recognised as Australia's most environmentally sustainable city, but also in playing a pivotal role in South West Victoria becoming a national hub of hydrogen expertise. During Q4 it was announced that the Hycel Technology Hub had been awarded \$7 million investment funding from the Australian Government's Strategic University Reform Fund (SURF) and \$9 million from the Victorian Government, which will boost capability and progress the HTH even further towards becoming Australia's first commercial-grade hydrogen fuel cell manufacturing and prototyping operation. This significant funding is proof-positive that Council's commitment to the partnership with Deakin University in the sustainable technologies and applied innovation space, has been very well placed. Throughout Q4, Deakin University continued to be a key partner with Council and AsiaLink Business on the Connecting With Asia program. After 419 days since TEDx Warrnambool had to first be postponed due to COVID-19 restrictions, the TEDx Warrnambool Being Here event sponsored by Council in collaboration with Deakin University went ahead in the last week of Q4 at Emmanuel College and was live-streamed at Deakin University. Late in Q4, Council commenced support for Deakin University in organising International Students Celebrate Success in Warrnambool, a function to be held in early Q1 of FY22 at Lighthouse Theatre as part of Deakin's Community Engagement Project. Collaboration also continues around training the workforce needed to help realise Australia's green energy economic future, with Council, Deakin University, South West TAFE and Great South Coast working together to support the development of education, training and safety standards pathways.

4.5.2	Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.	Coordinator City Development	100%		Council's Heritage Advisory Service has now resumed - in person - since the COVID-19 restrictions have eased. The service has been busy, with appointment times being filled and a six week regular diary is being maintained.
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Service Performance Indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	38.00	37.00	35.00	28.00	Council processed a record number of applications on the back of strong development demand during the 2020-2021 financial year which has led to a decrease in the number of days taken to approve application.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	93.95%	93.20%	91.97%	100.00%	
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,077.01	\$1,928.14	\$1,806.07	\$1,399.64	Council processed a record number of applications during the 2020-2021 financial year (a 25% increase on the prior year) and was able to do so with the same staffing levels as previous years. Council is reviewing the staffing structure as to whether this is a sustainable model.
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	50.00%	0.00%	50.00%	During the 2020-2021 financial year, two decisions were determined by VCAT with Council being successful in one of these cases.

Objective No. 4 Budget v Actual

Activity	Description	Net Cost
		Actual
		Budget
		Variance
		\$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	79
		200
		121
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	883
		1,175
		292
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	(210)
		(288)
		(78)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	(119)
		358
		477
Flagstaff Hill Maritime Village & Visitor Information Centre	A City and Regional tourism hub open 364 days of the year that includes a Visitor Information Centre and Flagstaff Hill Maritime Village which tells the maritime history of the region during the day and a 'Shipwrecked' Sound and Light Laser show in the evening.	676
		836
		160
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	695
		784
		89
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	148
		207
		59
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	17
		3
		(14)

5: PRACTICE GOOD GOVERNANCE THROUGH OPENNESS AND ACCOUNTABILITY WHILE BALANCING ASPIRATIONS WITH SOUND FINANCIAL MANAGEMENT.

Major initiatives - Development and adoption of new Governance Rules, Council Plan, Budget and the establishment of a Gender Equity Action Committee.

5.1: Provision of opportunities for the community to actively participate in Councils decision-making through effective promotion, communication and engagement.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.1.1	Prepare for the 2020 Council elections.	Director Corporate Strategies	100%	●	Council delivered, in partnership with the Victoria Electoral Commission, the 2020 election. Special conditions and time frames were implemented as a result of COVID-19 restrictions.
5.1.2	Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.	Governance, Property, Projects & Legal	100%	●	Amended Governance Rules have been adopted and are now in force.
5.1.3	Report on the extent and engagement with Council's communications measures.	Manager Communications	100%	●	Council has continued to consult with and seek feedback from the community about key plans and initiatives. Most recently this has included the Australian Liveability Census, the Revegetation Policy and the Municipal Road Management Plan. Council has also joined 19 other Victorian municipalities to gather perceptions about public safety for women and gender-diverse people.
5.1.4	Provide community engagement opportunities relating to Council projects as required and funded.	Manager Community Policy & Planning	100%	●	Significant community engagement activities have occurred over the quarter. The 2021 Australian Liveability Census is underway. The revenue and rating plan, the long term financial plan, the Council Plan 2021-25, pedestrian and vehicle movement in the city, kinder for three-year-olds, were some of the major online consultations. A neighbourhood consultation was also organised for residents who would be impacted by the renewal of the Edwards Bridge.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.1	Identify and report on changes to Council operations, policies and procedures in line with the new Local Government Act.	Director Corporate Strategies	100%	●	Council has complied with all new 2020 Local Government act implementation actions within the statutory time frames.
5.2.2	Support reviews of Council's Governance Framework (systems and policies)	Director Corporate Strategies	100%	●	All governance policies applicable to the fulfilment of the new Local Government Act implementation have been completed as required for the 2020 -2021 phase of implementation.
5.2.3	Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.	Manager Organisation Development	100%	●	The opportunities identified for HR process enhancement have been completed: HR Intranet Page - (inclusive of Controlled documents Rationalisation of HR Policy & Procedure End to end recruitment process Electronic Request to Recruit form HR Team Structure & responsibility
5.2.4	Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.	Manager Financial Services	100%	●	A number of initiatives that will drive efficiencies have been implemented in 2020/21 including the migration of payroll to Technology One's new platform CiAnywhere which will enable additional functionality through the Business Process Automation (BPA) tool to drive further efficiencies. Through BPA, a number of online forms have been created with audited workflows to replace manual paper forms. A new rostering system is progressing and is currently being tested by a small group, the outcome will enable more efficient rostering of staff and time savings for the business areas and payroll.
5.2.5	Drive the evolution of the Health and Safety Management System to meet the requirements of the MAV Self-Insurance Scheme via improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	Health & Safety Project Officer	100%	●	The Health & Safety Management System has been revised and implemented so that it now meets all requirements of the MAV Self Insurance Scheme, which is now defunct. The OHS Training Calendar has been developed and is being implemented systematically through each business unit.

REPORT OF OPERATIONS OUR PERFORMANCE

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.6	Embed and align Warrnambool 2040 (W2040) goals within Council's strategic planning and reporting processes.	Manager Community Policy & Planning	100%	●	Warrnambool 2040 has been adopted as the Vision document by Council as legislated by the Local Government Act 2020. The 2026 success measures have been included in the new Council Plan 2021-25 and the Municipal Health and Wellbeing Plan which is under development.
5.2.7	Develop a Municipal Early Years Strategy.	Manager Children & Family Services	0%	●	The action was unable to progress due to lack of funding to support development of the plan.
5.2.8	Lead the delivery of the organisational structure review in order to remain a contemporary employer and provide the community best value service delivery	Manager Organisation Development	100%	●	Corporate Strategies realignment has been successfully completed.
5.2.9	Refresh the IT Strategy.	Manager Information Services	50%	●	Project delayed with other COVID priorities. Process now being accelerated. Exchange on heads of agreement on cost sharing for strategy completed. Request for Quotation documentation completed and out to market in August.
5.2.10	Improve the resilience of IT Systems.	Manager Information Services	100%	●	Deployment of Wi-Fi upgrade complete. Immunisation centre works scheduled for July 2021. Radio link from Harrington Road water tower to Beamish St kinder is being upgraded to 60Ghz to improve throughput and resilience. Takeover of Library IT is progressing well, but not complete as of 28/6/2021.
5.2.11	Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.	Director Corporate Strategies	100%	●	Project has recommenced in earnest with the restart of the procurement process for a shared enterprise system provider. The appointment of a probity advisor is being advertised and Councils are undertaking a shared ICT strategy exercise to underpin the project and establish common strategic outcomes. Further funding of the project has been released by Local Government Victoria for the next stage of the Project.
5.2.12	Partner with the community implement the W2040 Community Plan.	Manager Community Policy & Planning	100%	●	Series of community engagement events were organised between February and March 2021 to seek community feedback and guidance on the new Council Plan development. The new Council Plan seeks to realise the vision laid out by the Warrnambool 2040 Plan.
5.2.13	Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture	Manager Organisation Development	100%	●	Following the completion of the staff training needs analysis, organisational training needs have been formulated into an annual calendar. Delivery of the annual training requirement is ongoing in line with the corporate calendar.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.14	Implement workplace actions to educate and build capacity of Council staff regarding gender equity and family violence issues.	Manager Organisation Development	100%	●	All planned activity relating to gender equity for the 2020-21 year has been completed, including the establishment of the Gender Equity Action Committee. Council has participated in the People Matter Survey which incorporates the required questions to meet our obligations under the Gender Equity Act.
5.2.15	Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.	Manager Information Services	100%	●	Development of performance reports is nearing completion. Performance reports will enable Records staff, Managers and Directors to follow up staff not fulfilling the record keeping responsibilities.
5.2.16	Undertake community engagement to inform a new Municipal Public Health and Wellbeing Plan 2021-2025.	Manager Community Policy & Planning	100%	●	Five workshops were organised with over 70 participants from different organisation to develop the Municipal Public Health and Wellbeing Plan 2021-2025. The plan will be presented to the community for feedback in September.
5.2.17	Undertake community engagement to inform a new four-year Council Plan.	General Counsel, Strategy & Procurement	100%	●	Council Plan was adopted on 28 June 2021 following the completion of community engagement and consideration of comments provided.

5.3: Ensure financial sustainability through effective use of Councils resources and assets and prudent management of risk.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.3.1	Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise the value for money for the community.	Director Corporate Strategies	10%	●	The program will be reviewed for suitability for progression in the 2021 - 2022 subject to resource availability. The current shared service program of works will continue in the information technology and business process space.
5.3.2	Ensure effective Business Continuity Planning (BCP) is in place.	Manager Organisation Development	100%	●	The Council wide BCP plan has been reviewed and updated. Departmental BCP's have been workshopped and reviewed.

5.3.3	Embed risk management within Council to influence key strategic and operational decision-making.	Manager Organisation Development	100%	●	A number of actions have been completed including: Streamlined Risk team resourcing Risk reporting process modified to better utilise corporate software, providing the ability to monitor and report against actions required to mitigate risks A revamp of the Safety & Risk Review panel has been completed with a streamlined reporting process implemented. All risks regularly reviewed by the risk team. review and update of all corporate risks
5.3.4	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	Manager Financial Services	100%	●	The financial plan was adopted by Council at a meeting on 28 June 2021.
5.3.5	Coordinate, prepare and have adopted Councils Annual Budget.	Manager Financial Services	100%	●	The budget was adopted by Council at a meeting on 28 June 2021.
5.3.6	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.	Governance, Property, Projects & Legal	100%	●	This action remains ongoing with a project to review and improve current practices underway. Policies to support best practice in property management will be brought to Council as part of this project.
5.3.7	Coordinate, prepare and have adopted Councils Strategic Resource Plan.	Manager Financial Services	100%	●	The four-year plan was adopted as part of the budget by Council at a meeting on 28 June 2021.

5.4: Deliver customer-focused, responsive services.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.1	Review Council's complaint handling processes in line the Local Government Act changes and Ombudsman's guidelines.	Governance, Property, Projects & Legal	100%	●	Development of a register for complaints and business analysis of current practices has occurred to support the new complaints handling policy and procedures. In accordance with section 107 of the Local Government Act 2020, the Complaints Policy will be completed and adopted before the end of 2021.
5.4.2	Enhance organisational awareness of Victoria's Child Safe Standards.	Manager Organisation Development	100%	●	Internal Audit of Child safe standards has been completed. The Child Safe Working group has been reformed and will oversee implementation of the audit recommendations.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.3	Undertake a review of the Customer Service Strategy 2019-2022 to establish timeframes and responsibilities against the actions identified within the plan.	Customer Service Team Leader	100%	●	Of the 96 actions, 53 actions progressing on schedule, 28 are completed, 4 not progressing, 7 are on hold with four requiring updates. Further actions completed include review of Children & Family services voicemail and phone use expectations. A review of Children & Family services staff roles and the release of a new version of KidsXap (now renamed Xap) has been released. Also completed is a review of processes around procedures with road closures and communication to public.
5.4.4	Conduct a review of community housing assets as they become vacant and undertake a broader review of Council's community housing program.	Manager City Amenity	100%	●	Preferred alternative provider being selected in July.
5.4.5	Maintain and implement the Home Support Program continuous improvement plan and self-assessment tool.	Manager Financial Services	100%	●	The home support program has been implemented and future improvements will be identified in the post implementation review.

5.5: Foster an encouraging and positive staff culture.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.5.1	Continue implementation of priority actions arising from the staff survey.	Manager Organisation Development	100%	●	Each directorate has implemented the priority actions allocated to them. New surveys have been undertaken within each directorate with initial results showing improved outcomes.

Service performance indicators

Service Performance Indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Governance					
Transparency					
Council decisions made at meetings closed to the public					
[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	13.64%	5.19%	12.68%	5.77%	During 2019-20 there were a number of confidential staffing matters that were resolved at meetings closed to the public. The results from 2020-21 are more in line with expectations.
Consultation and engagement					
Satisfaction with community consultation and engagement					
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	50.00	47.00	42.00	50.00	Significant dissatisfaction with Council in 2019-2020 resulted in unusually low ratings for that year. In 2020-2021 satisfaction levels returned to be more consistent with historical levels.
Attendance					
Councillor attendance at council meetings					
[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	96.99%	90.68%	90.48%	100.00%	In 2020-2021 no Councillors took leave and all were able to attend every meeting.
Service cost					
Cost of elected representation					
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$48,047.00	\$56,627.94	\$42,908.86	\$47,574.14	Council inducted 7 new Councillors following the election in October 2020. Additional costs for training have occurred as the new Councillors did not have previous experience in Local Government.

Service Performance Indicators Service / Indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	46.00	48.00	38.00	49.00	Significant dissatisfaction with Council in 2019-2020 resulted in unusually low ratings for that year. In 2020-2021 satisfaction levels returned to be more consistent with historical levels.

Objective 5 Budget v Actual

Activity		Net Cost
		Actual
		Budget
		Variance
		\$'000
Governance & Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	915
		1,205
		290
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements.	469
		538
		69
Communications & Customer Service	Provides a customer interface for various service units and a wide range of transactions. Includes media and marketing.	976
		970
		(6)
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	2,278
		2,422
		144
Organisation Development & Risk Management	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions, training, implementation of the Corporate Risk Management Framework and managing Council's insurance portfolio.	1,332
		968
		(364)
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, legal, procurement, overhead costs including utilities and unallocated grants commission funding.	(283)
		(446)
		(163)
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	12,099
		12,650
		551

Retired performance indicators

Retired Service / indicator / measure	Results 2018	Results 2019	Results 2019		Comments
Aquatic Facilities					
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.76	\$2.07	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$3.63	\$4.36	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.
Animal Management					
Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$72.55	\$90.05	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	0	0	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.
Libraries					
Service cost Cost of library service [Direct cost of the library service / Number of visits]	\$7.41	\$8.13	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.
Maternal and Child Health (MCH)					
Satisfaction Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	96.7%	96.1%	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019.



WARRNAMBOOL
CITY COUNCIL

GOVERNANCE



GOVERNANCE

Warrnambool City Council is constituted under the Local Government Act to provide leadership for the good governance of the municipal district and the local community.

Council has a number of roles including:

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

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that council and its administration meet the community's priorities.

The community has many opportunities to provide input into council's decision-making processes including community consultation, public forums such as ward meetings and the ability to make submissions to Special Committees of council.

Council's formal decision-making processes are conducted through council meetings and Special

Committees of Council. Council delegates the majority of its decision-making to council staff. These delegations are exercised in accordance with adopted council policies.

Council meetings

Council conducts open public meetings at the Civic Centre, 25 Liebig Street, Warrnambool, on the first Monday of each month from 5.45pm.

Members of the community are welcome to attend these meetings and observe from the gallery.

Council meetings also provide the opportunity for community members to submit questions to the council, make a submission or speak to an item.

The public can also view Council meetings via a livestream service introduced after COVID-19 restrictions prevented the public from attending some meetings.

In 2020-2021 Council held nine ordinary Council meetings and five special or additional meetings.

Dates for Council meetings are advertised in the local media and on our website. A guide to Council's meeting procedures is also available on the website at www.warrnambool.vic.gov.au.

Councillor meeting attendances

COUNCILLOR	Ordinary Council Meetings attend- ed	Annual/Special Council Meetings Attended	Committee of the Whole Council Meetings attend- ed	Councillor Brief- ing Sessions attended
Cr. Robert Anderson (ret)* (24/10/2020)	3/3	2/2	3/3	6/6
Cr. Kylie Gaston* (24/10/2020)	3/3	2/2	3/3	6/6
Cr. Sue Cassidy* (24/10/2020)	3/3	2/2	3/3	6/6
Mayor, Cr. Tony Herbert (ret)* (24/10/2020)	3/3	2/2	3/3	6/6
Cr. Michael Neoh* (24/10/2020)	3/3	2/2	3/3	6/6
Cr. David Owen* (24/10/2020)	3/3	2/2	3/3	5/6
Cr. Peter Sy- copoulis (ret)* (24/10/2020)	3/3	2/2	3/3	6/6
Cr. Otha Akoch (24/10/2020)	6/6	3/3	3/3	23/24
Cr. Debbie Arnott (24/10/2020)	6/6	3/3	3/3	24/24
Cr. Ben Blain (24/10/2020)	6/6	3/3	3/3	23/24
Mayor, Cr. Vic- ki Jellie AM, (24/10/2020)	6/6	3/3	3/3	24/24
Cr. Angie Paspal- iaris (24/10/2020)	6/6	3/3	3/3	23/24
Cr. Max Taylor (24/10/2020)	6/6	3/3	3/3	22/24
Cr. Richard Ziege- ler (24/10/2020)	6/6	3/3	3/3	24/24

*part-year terms; ret = retired/not re-elected

Council committees

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

- Councillors
- Council staff
- Other persons
- Any combination of the above.

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

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

Special committee	Councillors	Officers	Other	Purpose
International Relations Advisory Committee	2	-	Up to six.	To develop activities such as student exchange, teacher exchange, citizen exchange school language programs, cultural and sporting exchange, community involvement. To enhance Warrnambool's economy through improved business, trade and tourism links. To support Council in hosting international delegations where appropriate. To consider and provide advice to Council on sister city policy, strategy, current issues or trends. To consider and provide advice to Council on general international matters where appropriate.
Environment and Planning Advisory Committee	1	-	Up to six.	To provide advice to Council on environment and sustainable matters; To assist Council in the implementation of sustainability and environmental initiatives and projects; To assist Council in the implementation of the Green Warrnambool Plan; and, To provide advice to Council in relation to conservation and enhancement of the urban landscape.
South-West Victorian Livestock Exchange	1	-	Comprising representatives from the sale agents, stock owners, stock transport industry and a general community representative.	Provide advice in relation to the management and operation of the Warrnambool Livestock Exchange. Provide a conduit for information between the Warrnambool City Council, saleyards management, stock agents, buyers, sellers, transporters, other stakeholders and the community.
Warrnambool Australia Day Advisory Committee	1	-	4	To provide advice and recommendations around the Warrnambool Australia Day awards To advise Council on matters relating to the economy of Warrnambool and the Great South Coast.
Economic Development and Advisory Committee			5	To advise Council on matters relating to the economy of Warrnambool and the Great South Coast. To discuss new initiatives and major projects that support the Economic Development and Investment Strategy To review new initiatives using an agreed assessment model To review feasibility studies and business cases in line with Council priorities; and To act as a reference group and provide recommendations to Council on matters that fall within the Committees Terms of Reference, or are otherwise consistent with the intent and purpose of the Economic Development and Advisory Committee.

Special committee	Councillors	Officers	Other	Purpose
Visitor Economy Advisory Committee	2	2	Up to eight.	To provide expert advice and recommendations on all tourism-related matters; • Conduct tasks and projects to strengthen the visitor economy on Council's behalf; • Build and enhance relationships and partnerships of the visitor economy; and • Collect, evaluate and determine trends and outcomes to enable evidence based advice.
Audit and Risk Committee	2	-	3	Oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment
Health and Wellbeing Advisory Committee				Provide advice to Council on the development, review and implementation of the Warrnambool City Health and Wellbeing plan and associated action plans.

Code of Conduct

The Act requires councils to develop and approve a councillor Code of Conduct within 12 months after each general election.

On February 20, 2017, Council adopted a Code of Conduct then following Council elections in October, 2020 a new Code of Conduct was adopted in February 1, 2021.

The Code of Conduct requires Councillors to:

- treat other Councillors, Council staff and members of the community with dignity, fairness, objectivity, courtesy and respect;
- to perform the role of Councillor effectively and responsibly;
- to comply with good governance measures;
- to not discredit or mislead Council or the public; and,
- acknowledge that the standards of conduct do not limit, restrict or detract from robust public debate in a democracy.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community.

This is a position of trust that requires councillors to act in the public interest.

When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest. A conflict of

interest occurs when a personal or private interest might compromise the ability to act in the public interest.

A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all council and Committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty.

A register is maintained to record all disclosed conflict of interests.

During 2020- 2021, 21 conflicts of interest were declared at council and Special Committee meetings and briefings.

Type of meeting	No. of Councillor conflicts declared
Ordinary	11
Special	1
Closed	0
Briefing	9

Councillor allowances

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

The State Government sets the upper and lower limits for all allowances paid to councillors and Mayors.

Councils are divided into three categories based on the income and population of each council. Warrnambool City Council is recognised as a category two council.

The Minister for Local Government approved an adjustment factor increase of 2% to the Mayoral and Councillor allowances, effective December 1 2020, under section 73B(4) of the Local Government Act 1989.

For Category 2 councils, including Warrnambool City Council, this meant that Councillors were entitled to be paid up to \$26,245 per annum and Mayor, up to \$81,204 per annum.

Councillor expenses

In accordance with Section 75 of the

Act, council is required to reimburse a councillor for expenses incurred whilst performing his or her duties as a councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each councillor and member of a council committee paid by the council. The details of the expenses including reimbursement of expenses for each councillor and member of a council committee paid by the council for the 2020-2021 year are set out in the following table.

	Allowances - Statement	Phone	Technology	Accommodation	Meals	Training	Travel	Membership	Air-fares	Total
Cr Tony Herbert	31,588.46	68.56	66.81	0.00	0.00	0.00	0.00	0.00	0.00	31,723.83
Cr Michael Neoh	10,209.15	126.99	66.81	0.00	0.00	0.00	0.00	0.00	0.00	10,402.95
Cr Peter Sycopoulis	10,209.15	83.10	66.81	0.00	0.00	0.00	0.00	0.00	0.00	10,359.06
Cr David Owen	10,209.15	72.64	66.81	0.00	0.00	0.00	0.00	0.00	0.00	10,348.60
Cr Robert Anderson	10,209.15	72.48	66.81	0.00	0.00	0.00	0.00	0.00	0.00	10,348.44
Cr Susan Cassidy	10,209.15	117.11	66.81	0.00	0.00	0.00	0.00	0.00	0.00	10,393.07
Cr Kylie Gaston	10,209.15	162.67	66.81	0.00	0.00	550.00	0.00	0.00	0.00	10,988.63
Cr Vicki Jellie	53,579.05	296.36	4,928.79	412.35	289.27	1,972.70	0.00	0.00	0.00	61,478.52
Cr Otha Akoch	17,316.68	265.00	4,928.79	0.00	289.27	2,322.70	0.00	0.00	0.00	25,122.44
Cr Max Taylor	17,316.68	296.36	4,928.79	0.00	289.27	1,972.70	0.00	0.00	0.00	24,803.80
Cr Angie Paspaliaris	17,316.68	296.36	4,928.79	0.00	289.27	1,972.70	0.00	0.00	0.00	24,803.80
Cr Ben Blain	17,316.68	296.36	4,928.79	1,323.47	362.00	1,972.70	0.00	0.00	423.95	26,623.95
Cr Debbie Arnott	17,316.68	296.36	4,928.79	1,225.14	289.27	1,972.70	0.00	0.00	423.95	26,452.89
Cr Richard Ziegeler	17,316.68	296.36	4,928.79	0.00	289.27	1,972.70	0.00	0.00	0.00	24,803.80

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by council.

The Act requires council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit committee

The Audit Committee's role is to oversee and monitor the effectiveness of council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

The Audit Committee consists of three independent members: Mr Rob Wallis (chair), Ms Karyn Cook and Mr Dennis Farley served on the committee for the duration of the 2020-2021 financial year. Karyn Cook was a member until December 2020 and Aswin Kumar joined from November 2020.

Independent members are appointed for four-year term, with a maximum of three terms. The chair is elected by the Council. The Internal Auditor, Chief Executive Officer, Director Corporate Services, Manager Organisation Development, Manager Governance and Risk and Manager Financial Services attend all Audit Committee meetings. Other management representatives attend as required to present reports.

The external auditors attend in May and August each year to present the audit plan and independent audit report. Recommendations from each Audit Committee meeting are subsequently reported to and considered by council.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across council.

The department is jointly resourced by an in-house Internal Auditor who has extensive local government experience and an external provider.

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

The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit Committee meeting to report on the status of the SIAP to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated.

Recommendations are assigned to the responsible Manager and tracked in council's performance management system. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Executive Management Group and the Audit Committee.

Quality assurance is measured through client satisfaction surveys for each review, the annual Audit Committee self assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

External audit

Council is externally audited by the Victorian Auditor-General.

For the 2020-2021 year the annual external audit of council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the May and August Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

Risk management

In March 2021 council adopted a Risk Management Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines.

The Risk Management Policy commits Council to the following risk management objectives and statements:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO 31000:2009 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.
- All staff with risk management roles and responsibilities are provided with the necessary authority to undertake these responsibilities.
- We will extend our risk management capabilities to our agents (contractors and business partners) to enhance management of their project risks, or use of their policies and procedures if considered suitable.

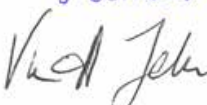
Governance and management item	Assessment	Status
1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with Section 55 of the Act on February 1, 2021.	✓
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Revised guidelines/template commenced with the adoption of the Community Engagement Policy on February 1, 2021.	✓
3 Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 92 of the Act on June 28, 2021.	✓
4 Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	To date 7 of 13 plans adopted for key asset classes. Three are in draft, three not yet started. On track to finish by 30 June 2022 as required by the Act. Council has an existing Asset Management Policy adopted in December 2019 and an Asset Management Strategy adopted in July 2020.	In progress
5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with Section 93 of the Act on June 28, 2021.	✓
6 Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with Section 94 of the Act on June 28, 2021.	✓

Governance and management item	Assessment	Status
7 Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Adopted March 1, 2021.	✓
8 Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud).	Adopted March 1, 2021.	✓
9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986. Revised November 2019	✓
10 Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with Section 108 of the Act on August 3, 2020.	✓
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan updated December 2019.	✓
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan updated June 2018.	✓
13 Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Commenced in May 2016.	✓
14 Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Committee charter adopted in May 2020.	✓
15 Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls).	Engaged.	✓
16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989)	Framework Date of adoption of current framework:	✓
17 Council Plan report (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Council provides quarterly reports to the community on progress made in each of the Council Plan objectives. Reports presented: 7/9/20, 7/12/20, 1/3/21, 3/5/21.	✓
18 Financial reporting (quarterly statements to the Council under section 138(1) of the Local Government Act 1989, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 138 (1) of the Local Government Act 1989. Reports presented: 7/9/20, 7/12/20, 1/2/21, 3/5/21	✓
19 Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports presented: 25/8/20, 15/12/20, 9/3/21, 18/5/21	✓

Governance and management item	Assessment	Status
20 Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989)	Reports presented: 7/9/21, 7/12/21, 1/2/21, 3/5/21	✓
21 Annual report (annual report under sections 131, 132 and 133 of the Local Government Act 1989 containing a report of operations and audited financial and performance statements)	2019-2020 Annual Report prepared and presented at a Council meeting on October 5, 2020.	✓
22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters).	Reviewed in accordance with Section 139 of the Act. Adopted February 1, 2021.	✓
23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act))	Reviewed in accordance with section 11 (7) of the Act and a register kept in accordance with sections 11(8) and 47(7). Date of review: August 25, 2020.	✓
24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act. Governance Rules adopted August 24, 2021.	✓

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


Peter B. Schneider
Chief Executive Officer
Dated: 5 October 2021


Cr Vicki Jellie
Mayor
Dated: 5th October 2021

STATUTORY INFORMATION

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

Documents available for public inspection

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

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential

information within the meaning of section 77(2) of the Act

- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Best value

In accordance with section 208B(f) of the Act, at least once every year a council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles. Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through a commitment to continuous improvement and innovation which is supported by our Sustainable Excellence Program. To further reflect council's commitment to Best Value, council has commenced the design and planning of a Service Planning Program which is being rolled out to the whole organisation. This program provides additional review and improvement mechanisms to ensure that council's services achieve best practice standards in regards to service performance. The following Best Value initiatives were undertaken during 2020-2021:

- budget process – development of guidelines and processes for fees and charges

Contracts

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

Rubbish truck - \$210,020.80 inc GST, ordered 11-2-2020, delivered 19-8-2020

Mower - \$174,483.00 inc GST, ordered 20-11-2020, delivered 24-2-2021

Jet Vac Truck - \$562,770.51 inc GST, ordered 4-8-2020, delivered 30-6-2021

	Market Type	Procurement Method	Retailer	Contract Starting Date	Contract Ending Date
Electricity	Large Market	PPA	Red Energy	1/07/2021	30/06/2030
	Large Market	Procurement Australia	Shell Energy	1/07/2020	30/06/2023
	Street Lighting	PPA	Red Energy	1/07/2021	30/06/2030
	Unmetered Supply		Origin Energy		
	Small Market	Procurement Australia	Shell Energy	1/07/2020	30/06/2023
Gas	Large Market	Procurement Australia	AGL	1/07/2020	30/06/2023
	Small Market	Procurement Australia	Origin Energy	1/07/2020	30/06/2023

Disability Action Plan

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

Domestic animal management plan

In accordance with the Domestic Animals Act 1994 Section 68a, council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal Management Plan 2017–2021 in December 2017.

Food Act Ministerial directions

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

Freedom of information

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

Council has chosen to publish the statements separately however provides the following summary of the application and operation of the Freedom of Information Act 1982.

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

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

Requests for documents in the possession of council should be addressed to the Freedom of

Information Officer. Requests can also be lodged online or by email.

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

In 2020-2021 Council received three Freedom of Information applications.

Further information regarding FOI can be found at www.foi.vic.gov.au and www.warrnambool.vic.gov.au.

Protected disclosure procedures

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

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available council's website.

During the 2020-2021 year no disclosures were notified to council officers appointed to receive disclosures, or to IBAC.

Road Management Act Ministerial direction

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

Infrastructure and development contributions

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

For the 2020-2021 year the following information about infrastructure and development contributions is disclosed.

Development contributions

Total DCP levies received in 2020-21	
DCP name (Year approved)	Levies received in 2020-21 financial year \$
North of the Merri DCP (2011)	Nil
North Dennington DCP (2014)	Nil
Total	Nil

DCP land, works, services or facilities accepted in-kind in 2020-21				
DCP name (Year approved)	Project ID	Project description	Item purpose	Project value \$
North of the Merri DCP (2011)	DR03	Construct wetland, main drainage pipe system, pits, gross pollutant trap and open drains.	Drainage for catchment	127,085
North Dennington DCP (2014)	RO02	Ultimate pavement is designed for High Traffic volume & Bus, extend road pavement and seal to width of 12m. Footpaths, cyclists and on-street car parking.	Roads and Intersections	289,114
Total				416,199

Total DCP contributions received and expended to date				
DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind) \$
North of the Merri DCP (2011)	-	-	127,085	127,085
North Dennington DCP (2014)	-	-	289,114	289,114
Total	-	-	416,199	416,199

PERFORMANCE STATEMENT

For the year ended 30 June 2021

Description of municipality

The municipality of Warrnambool covers 120sqkm in Victoria's South West. It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford. It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates an annual output of \$4.678 billion accounting for over 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

There are 16,651 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

- healthcare and social assistance;
- retail trade;
- education and training;
- accommodation and food services;
- construction; and,
- manufacturing.

The construction industry makes the greatest contribution to economic output in the region, which at \$582.5 million accounts for 12.82 per cent of total output.

Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



PERFORMANCE STATEMENT

Sustainable Capacity Indicators for the year ended June 30, 2021

Indicator / measure [formula]	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Population					
Expenses per head of municipal population [Total expenses / Munic- ipal population]	\$2,107.83	\$2,154.41	\$2,052.59	\$2,044.55	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$14,259.21	\$13,443.32	\$13,267.27	\$13,429.52	
Population density per length of road [Municipal population / Kilometres of local roads]	104.25	104.31	104.71	104.82	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,554.39	\$1,629.60	\$1,685.48	\$1,617.14	
Recurrent grants					
Recurrent grants per head of municipal pop- ulation [Recurrent grants / Mu- nicipal population]	\$391.95	\$394.38	\$342.09	\$359.36	
Disadvantage					
Relative Socio-Econom- ic Disadvantage [Index of Relative So- cio-Economic Disad- vantage by decile]	5.00	5.00	5.00	5.00	
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.6%	10.0%	13.1%	10.5%	The staff turnover rate for the 2020/21 financial year is within Council's expectations and consistent with our historical averages. In the 2019/20 financial year, there were a number of external factors relating to the confidence in the Council and the results of the staff survey that may have influenced the higher turnover.

Service Performance Indicators for the year ended June 30, 2021

Service/indicator/ measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Aquatic Facilities					
Utilisation					
Utilisation of aquatic facilities					Closures due to COVID19 restrictions during the year have impacted visitation numbers and consumer confidence. Membership numbers have been between 30% to 50% of the pre-COVID19 levels which directly translates to a reduction in visitation numbers.
[Number of visits to aquatic facilities / Municipal population]	6.94	6.85	4.37	3.65	
Animal Management					
Health and safety					
Animal management prosecutions					During the 2020-21 financial year, Council did not initiate any animal management prosecutions as there were no incidents that warranted a prosecution.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	0%	0%	
Food Safety					
Health and safety					
Critical and major non-compliance outcome notifications					Council aim for a 100% target. There has been a staffing shortage as well as pandemic (many shops opening and closing), and there are a number of premises that have been inspected in the last few months of 2019-2020 that are scheduled to be reinspected in the 2021-2022 financial year.
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	84.21%	100.00%	47.22%	
Governance					
Satisfaction					
Satisfaction with council decisions					There was significant dissatisfaction caused negative media reporting in 2019/20 which resulted in abnormally low ratings for that year. Our satisfaction levels have returned to be more consistent with historical levels.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	46	48	38	49	

Service/indicator/ measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Libraries					

Participation

Active library borrowers
in municipality

[Number of active library
borrowers in the last
three years / The sum
of the population for the
last three years] x100

14.37%

13.77%

13.87%

12.36%

New library memberships were considerably down on the previous year due to extended periods of closure with the COVID19 restrictions.

Maternal and Child
Health (MCH)

Participation

Participation in the MCH
service

[Number of children
who attend the MCH
service at least once (in
the year) / Number of
children enrolled in the
MCH service] x100

73.63%

76.99%

77.68%

82.25%

Participation

Participation in the MCH
service by Aboriginal
children

[Number of Aboriginal
children who attend
the MCH service at
least once (in the year)
/ Number of Aboriginal
children enrolled in the
MCH service] x100

61.33%

73.24%

80.00%

86.81%

Roads

Satisfaction

Satisfaction with sealed
local roads

[Community satisfaction
rating out of 100 with
how council has per-
formed on the condition
of sealed local roads]

53

58

48

59

There was significant dissatisfaction caused negative media reporting in 2019/20 which resulted in abnormally low ratings for that year. Our satisfaction levels have returned to be more consistent with historical levels.

Service/indicator/ measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Statutory Planning					

Decision making

Council planning decisions upheld at VCAT
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

100.00%

50.00%

0.00%

50.00%

During the 2020/21 financial year, 2 decisions were determined by VCAT with Council being successful in 1 of these cases.

Waste Collection					
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Waste diversion

Kerbside collection waste diverted from landfill

[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

37.73%

47.78%

64.30%

64.44%

Council has implemented a 4 bin system and this has had a significant impact in the waste being diverted from landfill into the other 3 classes (recyclable, FOGO and glass).

REPORT OF OPERATIONS THE YEAR IN REVIEW

Financial Performance Indicators for the year ended June 30, 2021

Dimension/Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts 2022	Forecasts 2023	Forecasts 2024	Forecasts 2025	Material Variations and Comments
Efficiency									
Expenditure level									
Expenses per property assessment									
[Total expenses / Number of property assessments]	\$4,313.65	\$4,319.97	\$4,136.33	\$4,122.63	\$4,455.10	\$4,480.75	\$4,420.76	\$5,027.63	E2 (Expenses per property assessment) - The impact of lockdowns due to COVID19 and the temporary closure of facilities and services has reduced expenditure over the last two financial years. The expectation in the forecast period is that there will be fewer lockdowns and our facilities and services will resume to operate at their Pre-COVID19 levels.
Revenue level									
Average rate per property assessment									
[Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	New in 2020	\$1,946.27	\$1,996.37	\$2,016.35	\$2,058.19	\$2,096.60	\$2,142.06	
Liquidity									
Working capital									
Current assets compared to current liabilities									
[Current assets / Current liabilities] x100	124.89%	171.63%	158.72%	158.93%	134.72%	142.87%	149.08%	155.64%	

Dimension/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts 2022	Forecasts 2023	Forecasts 2024	Forecasts 2025	Material Variations and Comments
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	34.02%	66.21%	125.43%	77.97%	75.53%	81.18%	86.11%	92.18%	Council had received a higher level of grants for capital works that were not completed in the 2019/20 financial year. Significant works have occurred on these projects in the 2020/21 financial year which has reduced the unrestricted cash back to expected levels.
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates									
[Interest bearing loans and borrowings / Rate revenue] x100	16.93%	26.23%	20.39%	19.54%	29.62%	24.82%	26.71%	29.24%	In the forecast period, Council is intending to borrow significant funds in 2021-22 as it completes major capital works before loan borrowings will stabilise over the remaining years.
Loans and borrowings repayments compared to rates									Council reduced its debt slightly in 2020/21 and was able to retire historical loans. This has reduced the costs of loans and borrowings in the 2020/21 financial year whilst rates continue to increase via growth and rate increases (in-line with the rate cap). In the forecast period, Council is intending to borrow significant funds in 2021-22 as it completes major capital works before loan borrowings will stabilise over the remaining years.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.11%	4.84%	4.85%	4.28%	5.21%	4.59%	4.46%	4.67%	

REPORT OF OPERATIONS THE YEAR IN REVIEW

Dimension/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts 2022	Forecasts 2023	Forecasts 2024	Forecasts 2025	Material Variations and Comments
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	10.72%	16.79%	15.09%	15.42%	20.58%	16.94%	17.80%	19.17%	In the forecast period, Council is intending to borrow significant funds in 2021-22 as it completes major capital works before loan borrowings will stabilise over the remaining years.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation									Council received significant grant funding for projects that had elements of renewal and upgrade. These included Reid Oval upgrade and the Lake Pertobe upgrade. In the forecast period, the level of asset renewal will fluctuate depending on the major capital works and level of government grant funding.
[Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	101.76%	115.13%	134.95%	96.04%	117.87%	88.20%	
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)									Council aims for a breakeven underlying surplus and achieved a small surplus in the 2020/21 financial year. In the forecast period, Council is completing a number of significant projects which aren't Council assets such as the Port of Warrnambool and the Library and Learning Centre Hub. These costs are classified as an expense and not capital works which impacts the adjusted underlying surplus (deficit).
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-4.12%	-1.03%	3.21%	0.81%	-4.09%	-2.61%	0.81%	-10.36%	

Dimension/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts 2022	Forecasts 2023	Forecasts 2024	Forecasts 2025	Material Variations and Comments
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	51.34%	51.47%	54.58%	57.11%	55.95%	56.00%	55.89%	55.86%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.57%	0.57%	0.58%	0.58%	0.57%	0.57%	0.57%	0.57%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

REPORT OF OPERATIONS THE YEAR IN REVIEW

Retired indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Retired in 2020	Comments
Animal Management					
Health and safety					
Animal management pro- cesses					
[Number of successful animal management pro- cesses]	0	0	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
Efficiency					
Revenue level					
Average residential rate per residential property assess- ment					
[Residential rate revenue / Number of residential prop- erty assessments]	\$1,772.36	\$1,920.58	Retired in 2020	Retired in 2020	This measure was replaced by E4 from 1 July 2019.
Obligations					
Asset renewal					
Asset renewal compared to depreciation					
[Asset renewal expense / Asset depreciation] x100	107.16%	110.26%	Retired in 2020	Retired in 2020	This measure was replaced by O5 in 1 July 2019.

OTHER INFORMATION

For the year ended June 30, 2021

Basis of preparation

Council is required to prepare and include a performance statement within its annual report.

The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results.

This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements.

The other results are based on information drawn

from council information systems or from third parties (e.g. Australian Bureau of Statistics). The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan.

The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its Strategic Resource Plan on July 6, 2020, and which formed part of the 2017-2021 Council Plan (revised 2020).

The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.



Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).



David Harrington, Chartered Accountant

Principal Accounting Officer

Dated: 5 October 2021

In our opinion, the accompanying performance statement of the Warrnambool City Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr Angie Paspaliaris

Councillor

Dated: 5 October 2021



Cr Ben Blain

Councillor

Dated: 5 October 2021



Peter Schneider

Chief Executive Officer

Dated: 5 October 2021



Independent Auditor's Report

To the Councillors of Warrnambool City Council

Opinion	<p>I have audited the accompanying performance statement of Warrnambool City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
11 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria



WARRNAMBOOL
CITY COUNCIL

FINANCIAL REPORT

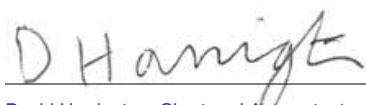
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Annual Financial Report for the year ended 30 June 2021

Certification of the Financial Statements

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



David Harrington, Chartered Accountant
Principal Accounting Officer
05 October 2021
Warrnambool

In our opinion the accompanying financial statements present fairly the financial transactions of Warrnambool City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

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



Cr Angie Paspaliaris
Councillor
05 October 2021
Warrnambool



Cr Benjamin Blain
Councillor
05 October 2021
Warrnambool



Peter B Schneider
Chief Executive Officer
05 October 2021
Warrnambool



Independent Auditor's Report

To the Councillors of Warrnambool City Council

Opinion	<p>I have audited the financial report of Warrnambool City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> balance sheet as at 30 June 2021 comprehensive income statement for the year then ended statement of changes in equity for the year then ended statement of cash flows for the year then ended statement of capital works for the year then ended notes to the financial statements, including significant accounting policies certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

MELBOURNE
11 October 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

Annual Financial Report for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the Victorian Auditor General's Office.

The auditor provides an audit reports which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than 1 month after submitting the annual report to the Minister.

Comprehensive Income Statement for the year ended 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
Income			
Rates and charges	3.1	41,828	40,719
Statutory fees and fines	3.2	2,079	1,830
User fees	3.3	12,593	15,295
Grants - operating	3.4	14,686	13,667
Grants - capital	3.4	4,659	4,512
Contributions - monetary	3.5	1,734	2,240
Found assets	3.8	61	85
Contributions - non monetary	3.5	6,132	4,851
Net gain on disposal of property, infrastructure, plant and equipment	3.6	8	–
Share of net profits/(loss) of associates and joint ventures	6.3	(49)	84
Other income	3.7	954	1,369
Total income		84,685	84,652
Expenses			
Employee costs	4.1	33,563	33,125
Materials and services	4.2	25,601	25,300
Depreciation	4.3	12,099	12,138
Amortisation - Right of use assets	4.4	260	247
Bad and doubtful debts	4.5	160	249
Borrowing costs	4.6	264	368
Finance Costs - Leases	4.7	34	36
Net loss on disposal of property, infrastructure, plant and equipment	3.6	–	107
Other expenses	4.8	619	641
Total expenses		72,600	72,211
Surplus/(deficit) for the year		12,085	12,441
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	–	(6,905)
Share of other comprehensive income of associates and joint ventures	6.3	–	3
Total items which will not be reclassified subsequently to the operating result		–	(6,902)
Total other comprehensive income for the year		–	(6,902)
Total comprehensive result		12,085	5,539

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

Balance Sheet as at 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	10,314	9,678
Non-current assets classified as "held for sale"	6.1	—	250
Trade and other receivables	5.1	2,923	2,909
Other financial assets	5.1	20,000	16,000
Inventories	5.2	175	204
Other assets	5.2	1,186	1,730
Total current assets		34,598	30,771
Non-current assets			
Trade and other receivables	5.1	5	10
Other financial assets	5.1	2	2
Investments in associates, joint arrangements and subsidiaries	6.3	—	720
Property, infrastructure, plant and equipment	6.2	640,290	629,282
Right-of-use assets	5.8	1,427	1,157
Total non-current assets		641,724	631,171
Total assets		676,322	661,942
Liabilities			
Current liabilities			
Trade and other payables	5.3	4,667	5,149
Trust funds and deposits	5.3	1,694	1,050
Unearned income	5.3	6,718	4,845
Provisions	5.5	6,844	6,663
Interest-bearing liabilities	5.4	1,586	1,529
Lease liabilities	5.8(b)	261	151
Total current liabilities		21,770	19,387
Non-current liabilities			
Provisions	5.5	1,092	1,166
Interest-bearing liabilities	5.4	6,587	6,772
Lease liabilities	5.8(b)	1,183	1,012
Total non-current liabilities		8,862	8,950
Total liabilities		30,632	28,337
Net assets		645,690	633,605
Equity			
Accumulated surplus		248,976	239,575
Reserves	9.1	396,714	394,030
Total Equity		645,690	633,605

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

Statement of Changes in Equity for the year ended 30 June 2021

	Notes	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2021					
Balance at beginning of the financial year		633,605	239,575	385,580	8,450
Adjusted opening balance		633,605	239,575	385,580	8,450
Surplus/(deficit) for the year		12,085	12,085	—	—
Other comprehensive income					
Other comprehensive income from investment in associates		—	—	—	—
Other comprehensive income		—	—	—	—
Total comprehensive income		12,085	12,085	—	—
Transfers to other reserves	9.1	—	(2,936)	(706)	3,642
Transfers from other reserves	9.1	—	252	—	(252)
Balance at end of the financial year		645,690	248,976	384,874	11,840
2020					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(3,437)	(3,437)	—	—
Adjusted opening balance		628,067	229,242	392,485	6,340
Surplus/(deficit) for the year		12,440	12,440	—	—
Other comprehensive income					
- Net asset revaluation increment/(decrement)	6.2	(6,905)	—	(6,905)	—
Other comprehensive income from investment in associates		3	3	—	—
Other comprehensive income		(6,902)	3	(6,905)	—
Total comprehensive income		5,538	12,443	(6,905)	—
Transfers to other reserves	9.1	—	(2,864)	—	2,864
Transfers from other reserves	9.1	—	754	—	(754)
Balance at end of the financial year		633,605	239,575	385,580	8,450

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

Statement of Cash Flows for the year ended 30 June 2021

	2021	2020
	Inflows/ (Outflows)	Inflows/ (Outflows)
	\$ '000	\$ '000
Notes		
Cash flows from operating activities		
Rates and charges	41,748	40,358
Statutory fees and fines	2,259	1,576
User fees	12,067	15,408
Grants - operating	15,099	13,827
Grants - capital	7,247	5,730
Contributions - monetary	1,734	2,240
Interest received	183	224
Trust funds and deposits taken	839	1,101
Other receipts	564	844
Net GST refund/(payment)	(392)	151
Employee costs	(34,152)	(32,835)
Materials and services	(22,822)	(24,232)
Short-term, low value and variable lease payments	(300)	(276)
Trust funds and deposits repaid	(195)	(1,152)
Other payments (incl. Interest paid)	(883)	(1,070)
Net cash provided by/(used in) operating activities	22,996	21,894
9.2		
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(19,261)	(13,077)
Proceeds from sale of property, infrastructure, plant and equipment	641	177
Payments for investments	(21,280)	(21,000)
Proceeds from sale of investments	17,951	17,000
Net cash provided by/(used in) investing activities	(21,949)	(16,900)
Cash flows from financing activities		
Proceeds from borrowings	1,400	—
Repayment of borrowings	(1,528)	(1,735)
Interest paid - lease liability	(34)	(36)
Repayment of lease liabilities	(249)	(241)
Net cash flow provided by/(used in) financing activities	(411)	(2,012)
Net Increase (decrease) in cash and cash equivalents	636	2,982
Cash and cash equivalents at the beginning of the financial year	9,678	6,696
Cash and cash equivalents at the end of the financial year	10,314	9,678
Financing arrangements	5.6	350
Restrictions on cash assets	5.1	1,884
		1,361

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

Statement of Capital Works for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
Property		
Land	57	–
Land improvements	–	–
Total land	57	–
Buildings specialised	740	3,431
Buildings non-specialised	14	882
Building improvements	15	–
Total buildings	769	4,313
Total property	826	4,313
Plant and equipment		
Plant, machinery and equipment	1,697	153
Fixtures, fittings and furniture	113	115
Computers and telecommunications	647	165
Paintings and exhibits	37	92
Total plant and equipment	2,494	525
Infrastructure		
Roads	4,333	4,792
Bridges	642	569
Footpaths and cycleways	1,069	1,957
Drainage	105	3,155
Recreational, leisure and community facilities	125	277
Parks, open space and streetscapes	6,192	1,926
Aerodromes	5	9
Off street car parks	46	–
Other infrastructure	1,200	–
Total infrastructure	13,717	12,685
Total capital works expenditure	17,037	17,523
Represented by:		
New asset expenditure	3,022	5,126
Asset renewal expenditure	9,976	9,769
Asset expansion expenditure	85	45
Asset upgrade expenditure	3,954	2,583
Total capital works expenditure	17,037	17,523

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

Annual Financial Report for the year ended 30 June 2021

Overview

Introduction

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

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

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of employee provisions (refer to Note 5.5.)
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 8.2)

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

(b) Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- In compliance with government directives amidst the COVID-19 outbreak, a number of facilities were closed, including Aquazone, Flagstaff Hill, Holiday Parks, the Lighthouse Theatre, Warrnambool Stadium and the Warrnambool Art Gallery. These closures resulted in a decrease in the council user fee revenue by \$4.98 million and also decreased associated expenses by \$2.79 million to the 30th June 2021.
- Warrnambool City Council has complied with the terms under the Commercial Tenancy Relief Scheme relating to eligible commercial rent agreements. Under the scheme, Warrnambool City Council has offered a deferrals of rent with 50% of

Annual Financial Report for the year ended 30 June 2021

Overview (continued)

the rental amount waived for eligible businesses. This applies from 29th March 2020 and has been phased on during the 2020/21 financial year. This resulted in a decrease in rental revenue of \$0.10 million for the portion of waiver in 2020/21.

- Council has an active hardship policy and this has been utilised in response to COVID19 including utilisation of interest free deferrals. As an added measure Council has built in a \$35 rate rebate to those eligible under the hardship provisions for the 2021/22 financial year.
- Council has worked with all levels of Government to assist the community and has secured the following funding:
 - Outdoor eating and entertainment - \$0.50 million
 - Local roads and community infrastructure round 1 - \$0.43 million
 - Local roads and community infrastructure round 2 - \$1.21 million
 - Working for Victoria fund - \$0.15 million
 - Numerous service based grants to assist in aged services and family services
- Council has also implemented it's own recovery program, which included:
 - Business Initiative Grants (BIG) - \$0.20 million
 - Community development grants - \$0.27 million
 - Small infrastructure fund - \$0.89 million
 - Economic development assistance - \$0.55 million

Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Performance against budget

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

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

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
1.1 Income and expenditure					
Income					
Rates and charges	41,436	41,828	392	1%	
Statutory fees and fines	1,580	2,079	499	32%	1
User fees	11,332	12,593	1,261	11%	2
Grants - operating	12,235	14,686	2,451	20%	3
Grants - capital	4,559	4,659	100	2%	
Contributions - monetary	801	1,734	933	116%	4
Contributions - non monetary	4,000	6,132	2,132	53%	5
Found Assets	—	61	61	∞	
Net gain on disposal of property, infrastructure, plant and equipment	—	8	8	∞	
Share of net profits of associates and joint ventures	—	—	—	∞	
Other income	619	954	335	54%	
Total income	76,562	84,734	8,172	11%	
Expenses					
Employee costs	31,739	33,563	(1,824)	(6)%	6
Materials and services	26,604	25,601	1,003	4%	
Depreciation	12,650	12,099	551	4%	
Amortisation - right of use assets	200	260	(60)	(30)%	
Bad and doubtful debts	101	160	(59)	(58)%	
Borrowing costs	328	264	64	20%	
Finance costs - leases	—	34	(34)	∞	
Net loss on disposal of property, infrastructure, plant and equipment	901	—	901	100%	7
Share of net losses of associates and joint ventures	—	49	(49)	∞	
Other expenses	886	619	267	30%	
Total expenses	73,409	72,649	760	1%	
Surplus/(deficit) for the year	3,153	12,085	8,932	283%	
Other comprehensive income					
Net asset revaluation increment / (decrement)	10,000	—	10,000	100%	8
Total comprehensive result	13,153	12,085	1,068	8%	

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The planning department had a record number of permits and application come through as a result of the increased development activity and demand for property within the municipality (\$312k). Parking fees were also higher due to poor compliance with the regulations and the budgeted expectation that activity within the CBD would be lower due to COVID19 (\$101k).
2.	Due to the uncertainty surrounding COVID19, Council made conservative assumptions around the timing and frequency of lockdowns which would impact the amount of users fees it could generate. The actual results were more positive in areas such as the Holiday Parks (\$556k), Flagstaff Hill (\$284k) and parking fees (\$192k).
3.	With Kindergarten fees being made free by the State Government through the means of grant funding, this has changed the mix of user fees and operating grants (\$485k). A number of new grants relating to COVID19 support have been received by Council that weren't budgeted, including the Outdoor Dining Support Package (\$500k), Kindergarten Support (\$230k), Working for Victoria (\$149k), Home Care Support (\$121k) and Business Support (\$120k). The Victorian Local Government Grants Commission funding increased by \$340k. There were also a number of areas where grants were approved for project specific work during the financial year (\$730k).
4.	A number of unbudgeted developer contributions were paid during 2020/21 which is related to the increased demand for property (\$272k). Some projects that were budgeted to be completed in 2019/20 but were subsequently delayed have received external contributions that were also budgeted in 2019/20, these relate to a sporting facility upgrade (\$211k) and a boundary road upgrade with Moyne Shire (\$166k). Council also received philanthropic contributions to the Learning and Library Hub which are held on behalf of TAFE who are delivering the project (\$70k).
5.	The level of non monetary contributions (gifted assets) is dependent on the level of development activity. During the 2020/21 financial year, there were higher levels of development activity than previous years with gifted assets from areas such as Northern Edge Stage 1 & 2, Hopkins Heights Stage 1 & 2, Riverland Stage 2 & 3, Wollaston Way Stage 4 & 5, Logans Beach Estate Stage 6 & 7 and Riverside Stage 3.
6.	Due to the uncertainty surrounding COVID19, Council made conservative assumptions around the timing and frequency of lockdowns which would impact the amount of salaries and stand downs. With facilities opening earlier and for longer than expected, the level of salaries has subsequently increased.
7.	During the 2020/21 financial year, Council made a profit on sale of property, infrastructure, plant and equipment. This was due to the sale of a property at a significantly higher amount than it's book value and the strong second hand market for motor vehicles which resulted in improved prices for selling.
8.	Council has assessed the value of it's asset base through a unit costing methodology. The outcome of this assessment was that there are no material valuation movements in the various asset classes.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
1.2 Capital works					
Property					
Land	480	57	(423)	(88)%	1
Total land	480	57	(423)	(88)%	
Buildings specialised	3,094	740	(2,354)	(76)%	2
Buildings non-specialised	–	14	14	∞	
Building improvements	–	15	15	∞	
Total buildings	3,094	769	(2,325)	(75)%	
Total property	3,574	826	(2,748)	(77)%	
Plant and equipment					
Plant, machinery and equipment	1,129	1,697	568	50%	3
Fixtures, fittings and furniture	–	113	113	∞	
Computers and telecommunications	135	647	512	379%	4
Paintings and exhibits	75	37	(38)	(51)%	
Total plant and equipment	1,339	2,494	1,155	86%	
Infrastructure					
Roads	3,833	4,333	500	13%	5
Bridges	260	642	382	147%	6
Footpaths and cycleways	1,655	1,069	(586)	(35)%	7
Drainage	90	105	15	17%	
Recreational, leisure and community facilities	6,235	125	(6,110)	(98)%	8
Parks, open space and streetscapes	572	6,192	5,620	983%	8
Aerodromes	–	5	5	∞	
Off street car parks	59	46	(13)	(22)%	
Other infrastructure	840	1,200	360	43%	
Total infrastructure	13,544	13,717	173	1%	
Total capital works expenditure	18,457	17,037	(1,420)	(8)%	
Represented by:					
New asset expenditure	3,645	3,022	(623)	(17)%	9
Asset renewal expenditure	10,523	9,976	(547)	(5)%	
Asset expansion expenditure	–	85	85	∞	
Asset upgrade expenditure	4,289	3,954	(335)	(8)%	
Total capital works expenditure	18,457	17,037	(1,420)	(8)%	

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The purchase of a block of land for additional parking was expected to be purchased in the 2020/21 financial year, however the settlement date was in July 2021.
2.	The Reid Oval pavilion was initially budgeted for completion in the 2020/21 financial year and at balance date it is nearing completion. There will be a significant amount of spend to occur in the first part of the 2021/22 financial year.
3.	Some major plant items including a Jet Vac truck and out front mowers were on order at the end of the 2019/20 financial year and subsequently delivered in the 2020/21 financial year. These were originally budgeted in 2019/20.
4.	Information Technology servers were originally forecast to be leased but due to the competitive price, it was decided to purchase the equipment outright. A number of projects were completed at the lighthouse theatre, taking advantage of the facility shutdown to upgrade the sound system, lighting console and wireless stage communication.
5.	The completion of Wangoom Road works (originally budgeted in 2019/20) and the grant funded Banyan/Merri Street roundabout did not have a budget in 2020/21,
6.	Preliminary works on the Stanley Street bridge occurred in the 2020/21 financial prior to the major works expected to commence in the 2021/22 financial year.
7.	Works were underway to complete the 2020/21 footpath program with the contracts let to suppliers. The majority of the works for this program will be completed in the first part of the 2021/22 financial year.
8.	The budget for the Reid Oval ground work was incorrectly shown on the recreational, leisure and community facilities line rather than the parks, open space and streetscapes.
9.	Council purchased a block of land in the CBD which was budgeted to occur in the 2020/21 financial year, however, the final settlement for this land occurred in July 2021 and will therefore be taken up in the 2021/22 financial year.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Analysis of Council results by program

2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Corporate Strategies

The Corporate Strategies directorate is responsible for financial services, procurement, revenue, property and land management, leasing and legal issues, city assist (customer service), organisational development (human resources, occupational health and safety, learning and development), business improvement, information technology and records, communication services and the Warrnambool Livestock Exchange.

The directorate is largely responsible for servicing the administrative and legislative needs of other directorates with back-of-house systems and other support.

City Infrastructure

The City Infrastructure directorate provides infrastructure, capital works, asset management, waste management, environmental management, local laws, health and services to the Port of Warrnambool and the Warrnambool Regional Airport. The directorate also assists in facility management and oversight of the council cleaning contract, through the building services team included in the facilities and projects branch.

Administrative support is provided to a number of Project Control Groups, Reference Groups and where possible administration support is provided to other programs outside of the City Infrastructure directorate.

The directorate provides engineering services including investigation, design, processing of development approvals, project management and engineering supervision of key infrastructure projects. Strategy and policy advice is provided to council along with technical services and advice to the community. Provision of some contract management for projects in the capital works program as well as servicing the community by managing the city's road, drainage and footpath network, parks, recreational and sporting facilities and vehicle fleet.

The directorate is also responsible for local law enforcement, traffic and animal control and administration of school crossing supervision and is active in promoting and protecting the health of all residents and visitors through food safety monitoring, law enforcement of the Health Act, immunisation and public health education programs. The directorate's immunisation team have also actively assisted in the roll-out of the Covid-19 (Astra Zeneca) vaccine.

Community Development

The Community Development directorate plans for and provides a broad range of social, cultural, community, recreational and educational services and facilities to support residents of all ages and stages of life. The directorate receives funding from a variety of sources including State and Federal Government departments in order to subsidise and support the services provided. The directorate also works in partnership with a range of Government departments, and strategic partners and sectors in order to plan for and achieve the community's strategic goals and aspirations.

Services in the directorate include: community policy and planning, baby makes 3+, early years learning and development, maternal and child health, family and children's services, pre-schools, family day care, outside school hours care, Warrnambool Library, AquaZone, multi-purpose stadium, gymnastics stadium, general recreation and planning, Warrnambool Art Gallery, Lighthouse Theatre, youth services, Archie Graham Community Centre, volunteer services, home and community care, meals on wheels, home maintenance, respite care, social support programs and a range of community projects.

City Growth

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Analysis of Council results by program (continued)

2.2 Summary of revenues, expenses, assets and capital expenses by program

Functions/activities	Income \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
2021					
Corporate Strategies	56,328	25,267	31,061	5,443	41,125
City Infrastructure	5,643	19,028	(13,385)	2,088	619,688
Community Development	18,344	19,819	(1,475)	11,317	2,316
City Growth	4,370	8,486	(4,116)	497	13,193
Total functions and activities	84,685	72,600	12,085	19,345	676,322
2020					
Corporate Strategies	53,997	23,779	30,218	4,677	37,247
City Infrastructure	5,273	18,665	(13,392)	1,724	609,239
Community Development	16,839	20,887	(4,048)	8,518	2,314
City Growth	8,543	8,881	(338)	3,260	13,142
Total functions and activities	84,652	72,212	12,440	18,179	661,942

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services

	2021 \$ '000	2020 \$ '000
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3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its imputed market value.

The valuation base used to calculate general rates for 2020/21 was \$7.204 billion (2019/20 \$7.013 billion).

Residential Rates	21,705	21,059
Municipal charge	4,927	4,755
Waste management charge	6,482	6,597
Commercial rates	5,153	4,990
Vacant Land rates	1,265	982
Industrial rates	1,714	1,774
Urban farm rates	416	418
Cultural and recreational land rates	87	74
Interest on rates and charges	79	70
Total rates and charges	41,828	40,719

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Town planning and building	652	514
Parking fines	526	555
Animal control	520	512
Permits and certificates	210	95
Health and Local Laws	171	154
Total statutory fees and fines	2,079	1,830

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.3 User fees		
Children's services	3,665	3,400
Foreshore holiday parks	1,867	2,779
Regulatory control	1,393	1,533
Livestock exchange	1,191	1,306
Tourism and promotion	831	954
Indoor aquatic centre	829	1,402
Aged services fees	729	714
Multi Purpose Sports Stadium	672	922
Property management	643	735
Cultural centres	481	1,169
Other fees and charges	292	381
Total user fees	12,593	15,295

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	6,630	8,091
State funded grants	12,715	10,088
Total grants received	19,345	18,179
(a) Operating Grants		
Recurrent - Commonwealth Government		
Victoria Grants Commission - Financial Assistance Grant	3,554	3,274
Victoria Grants Commission - local roads	697	673
Aged Services	1,959	1,947
Other	89	88
Recurrent - State Government		
Family and children	3,792	3,154
Aged services	882	809
Pension rebate	743	726
Cultural centres	344	331
School crossing supervision	187	191
Port operations	97	111
Environment initiatives	57	57
Economic development	—	8
Rural access	—	152
Other	168	89
Total recurrent operating grants	12,569	11,610
Non-recurrent - Commonwealth Government		
Economic development	—	150
Other	1	10
Non-recurrent - State Government		
Family and children	1,022	866
Economic development	250	327
Aged services	212	128
Environment initiatives	209	98
Cultural centres	192	99
Recreation	90	13
Infrastructure Services	41	182
Rural Access	—	20
Other	100	164
Total non-recurrent operating grants	2,117	2,057
Total operating grants	14,686	13,667

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	200	425
Total recurrent capital grants	200	425
Non-recurrent - Commonwealth Government		
Infrastructure services	130	1,524
Non-recurrent - State Government		
Other	430	—
Infrastructure services	901	1,473
Recreation	2,728	931
Port operations	270	103
Environment initiatives	—	56
Total non-recurrent capital grants	4,459	4,087
Total capital grants	4,659	4,512
(c) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	2,329	1,967
Adjustment to opening balance for change in revenue accounting standards	—	(73)
Received during the financial year and remained unspent at balance date	1,579	1,845
Received in prior years and spent during the financial year	(1,313)	(1,410)
Balance at year end	2,595	2,329
Capital		
Balance at start of year	350	3,846
Adjustment to opening balance for change in revenue accounting standards	—	(3,364)
Received during the financial year and remained unspent at balance date	11	9
Received in prior years and spent during the financial year	(68)	(141)
Balance at year end	293	350

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.5 Contributions		
Monetary contributions		
Monetary	1,734	2,240
Total monetary contributions	1,734	2,240
Non-monetary contributions		
Non-monetary	6,132	4,851
Total non-monetary contributions	6,132	4,851
Total contributions	7,866	7,091

Contributions of non monetary assets were received in relation to the following asset classes.

Land	244	63
Buildings	–	19
Roads	2,450	2,440
Bridges	29	–
Parks open spaces and streetscapes	211	–
Drainage	966	831
Footpaths and cycleways	1,296	953
Land under roads	922	517
Paintings and exhibits	14	28
Total non-monetary contributions	6,132	4,851

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Land and buildings		
Proceeds of sale	309	–
Written down value of assets disposed	(250)	(91)
Total net gain/(loss) on disposal of land and buildings	59	(91)
Plant and equipment		
Proceeds of sale	332	177
Written down value of assets disposed	(185)	(46)
Total net gain/(loss) on disposal of plant and equipment	147	131
Infrastructure Assets		
Written down value of assets disposed	(198)	(147)
Total net gain/(loss) on disposal of Infrastructure Assets	(198)	(147)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	(107)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.7 Other income		
Reimbursements	539	600
Interest	137	273
Infrastructure services	61	118
Family and community	4	7
Recreation and cultural programs	7	6
Recognition of in-kind volunteer support	79	252
Other	127	113
Total other income	954	1,369

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

3.8 Found Assets

Found Assets were received in relation to the following asset classes

Drainage	57	27
Footpaths and cycleways	–	7
Recreation, Leisure and Community Facilities	–	29
Parks and Streetscapes	2	9
Plant and Equipment	2	13
Total Income line amount	61	85

Found assets are recorded if they are discovered when Council completes its maintenance program. This mainly occurs with assets that are underground such as drainage and drainage pits.

Notes to the Financial Statements for the year ended 30 June 2021

Note 4. The cost of delivering services

	2021 \$ '000	2020 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	29,640	29,325
Superannuation	2,667	2,690
WorkCover	1,025	784
Fringe benefits tax	231	326
Total employee costs	33,563	33,125
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	200	194
	200	194
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,102	2,329
Employer contributions - other funds	365	167
	2,467	2,496
Total superannuation costs	2,667	2,690
Employer contributions payable at reporting date	331	296
Refer to Note 9.3. for further information relating to Council's superannuation obligations.		
4.2 Materials and services		
Corporate services	5,661	5,181
Infrastructure services	5,891	6,228
Waste management	3,679	3,276
Recreation and cultural services	4,075	3,549
Tourism and promotion	1,648	1,998
Children's services	1,045	1,154
Health and local laws	1,021	1,064
Aged services	740	638
Foreshore caravan parks	679	942
Livestock Exchange	669	454
Family day care	145	211
Other	348	605
Total materials and services	25,601	25,300

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
4.3 Depreciation		
Property		
Land improvements	18	21
Buildings - specialised	2,035	2,003
Buildings - non specialised	37	37
Building improvements	20	20
Total depreciation - property	2,110	2,081
Plant and equipment		
Plant machinery and equipment	952	994
Fixtures fittings and furniture	90	84
Computers and telecomms	524	482
Total depreciation - plant and equipment	1,566	1,560
Infrastructure		
Roads	4,282	4,397
Bridges	379	358
Footpaths and cycleways	1,263	1,243
Drainage	941	922
Recreational, leisure and community	124	120
Waste management	41	41
Parks open spaces and streetscapes	624	632
Aerodromes	258	259
Off street car parks	331	350
Other infrastructure	180	175
Total depreciation - infrastructure	8,423	8,497
Total depreciation	12,099	12,138

Refer to note 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

Property	21	15
Plant & equipment	239	232
Total Amortisation - Right of use assets	260	247

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
4.5 Bad and doubtful debts		
Local Laws debtors	135	214
Other debtors	25	35
Total bad and doubtful debts	160	249
Movement in provisions for doubtful debts		
Balance at the beginning of the year	743	502
New provisions recognised during the year	159	260
Amounts already provided for and written off as uncollectible	(30)	(19)
Amounts provided for but recovered during the year	(2)	–
Balance at end of year	870	743

Provision for doubtful debt is recognised based on an expected credit loss model.

This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - Borrowings	264	368
Total borrowing costs	264	368

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - Lease Liabilities	34	36
Total finance costs	34	36

4.8 Other expenses

Councillors' allowances	258	260
Auditors' remuneration - Internal	57	78
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	50	51
Recognition of in-kind volunteer support	79	252
Impairment of Corangamite Regional Library Corporation investment ¹	175	–
Total other expenses	619	641

(1) Impairment of Councils investment in the Corangamite Regional Library Corporation based on its equity share at the exit date of the 30th June 2021.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position

		2021 \$ '000	2020 \$ '000
	Notes		
5.1 Financial assets			
(a) Cash and cash equivalents			
Current			
Cash at bank		10,274	9,651
Cash on hand		40	27
Total current cash and cash equivalents		10,314	9,678
(b) Other financial assets			
Current			
Term deposits		20,000	16,000
Total current other financial assets		20,000	16,000
Non-current			
Unlisted shares in corporations		2	2
Total non-current other financial assets		2	2
Total current financial assets		30,314	25,678
Total non-current financial assets		2	2
External restrictions			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Resort and recreation reserve	9.1	190	311
Trust funds and deposits	5.3	1,694	1,050
Total restricted funds		1,884	1,361
Total unrestricted cash and cash equivalents		8,430	8,317
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Cash held to fund carried forward capital works		11,457	12,357
Total funds subject to intended allocations		11,457	12,357

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	1,087	1,007
Infringement debtors	1,078	906
GST receivable	443	281
<i>Non-statutory receivables</i>		
Development and buildings	55	103
Animals	156	68
Child care	27	17
TAFE	45	41
Fire Service Levy	9	5
Loans and advances to community organisations	14	14
Other debtors	880	1,212
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - other debtors	(31)	(40)
Provision for doubtful debts - infringements	(840)	(705)
Total current trade and other receivables	2,923	2,909
Non-Current		
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	5	10
Total non-current trade and other receivables	5	10
Total trade and other receivables	2,928	2,919

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	906	1,165
Past due by up to 30 days	40	47
Past due between 31 and 180 days	106	101
Past due between 181 and 365 days	17	52
Past due by more than 1 year	91	65
Total trade and other receivables	1,160	1,430

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
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5.2 Non-financial assets

(a) Inventories

Current

Inventories held for sale	109	138
Inventories held for distribution	66	66
Total current inventories	175	204

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current

Prepayments	825	1,209
Accrued income	361	521
Total current other assets	1,186	1,730

5.3 Payables

(a) Trade and other payables

Current

Accrued expenses	3,648	3,253
Trade payables	973	865
Net GST payable	46	(5)
Fire service levy liability	—	1,036
Total current trade and other payables	4,667	5,149

(b) Trust funds and deposits

Current

Refundable deposits	1,125	829
Other refundable deposits	535	175
Retention amounts	34	46
Total current trust funds and deposits	1,694	1,050

(c) Unearned income

Current

Grants received in advance:

Grants received in advance - operating	700	233
Grants received in advance - capital	6,018	4,612
Total grants received in advance	6,718	4,845

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

Total unearned income

6,718	4,845
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Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

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

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

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

	2021	2020
	\$ '000	\$ '000

5.4 Interest-bearing liabilities

Current

Borrowings - secured	1,586	1,529
	1,586	1,529

Non-current

Borrowings - secured	6,587	6,772
	6,587	6,772

Total

8,173	8,301
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Borrowings are secured by Council rates

a) The maturity profile for Council's borrowings is:

Not later than one year	1,586	1,529
Later than one year and not later than five years	4,776	4,274
Later than five years	1,811	2,498
	8,173	8,301

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
5.5 Provisions			
2021			
Balance at the beginning of the financial year	7,097	732	7,829
Additional provisions	2,638	–	2,638
Amounts used	(2,425)	(77)	(2,502)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(26)	(3)	(29)
Balance at the end of the financial year	7,284	652	7,936
2020			
Balance at the beginning of the financial year	7,018	788	7,806
Additional provisions	2,631	–	2,631
Amounts used	(2,557)	(80)	(2,637)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	5	24	29
Balance at the end of the financial year	7,097	732	7,829
		2021	2020
		\$ '000	\$ '000

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	1,862	1,844
Long service leave	600	713
	2,462	2,557

Current provisions expected to be wholly settled after 12 months

Annual leave	718	573
Long service leave	3,583	3,452
	4,301	4,025

Total current employee provisions

6,763 **6,582**

Non-Current

Long service leave	521	515
Total Non-Current Employee Provisions	521	515

Aggregate Carrying Amount of Employee Provisions:

Current	6,764	6,582
Non-current	521	515
Total Aggregate Carrying Amount of Employee Provisions	7,285	7,097

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
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services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:

- on-cost rate	11.83%	11.48%
- wage inflation rate	2.95%	4.25%
- discount rate	1.49%	0.87%

(b) Landfill restoration

Current

Current	81	81
Total current	81	81

Non-current

Non-current	571	651
Total non-current	571	651

Council is obligated to restore Watson Street landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- inflation rate	2.00%	2.00%
- rehabilitation years	30	30
- remaining rehabilitated years	8	9

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	200	200
Credit card facilities	150	150
Total Facilities	350	350
Used facilities	47	59
Used facilities	47	59

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
Unused facilities	303	291

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
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5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021

Operating

Recycling collection	671	696	2,251	–	3,618
Waste collection	410	405	1,116	–	1,931
Food and organics collection	850	882	2,850	–	4,582
Glass collection	500	518	1,666	–	2,684
Transactional banking	16	–	–	–	16
Cleaning services	262	17	–	–	279
Security Services	6	–	–	–	6
Parking Services	48	–	–	–	48
Animal Services	489	506	170	–	1,165
Internal Audit	37	–	–	–	37
Meals for delivery	319	218	–	–	537
Information technology	69	71	66	–	206
Total	3,677	3,313	8,119	–	15,109

Capital

Information technology	5	–	–	–	5
Infrastructure	4,110	–	–	–	4,110
Library and Learning HUB	3,025	–	–	–	3,025
Total	7,140	–	–	–	7,140

2020

Operating

Recycling collection	647	671	2,169	778	4,265
Waste collection	438	434	1,227	350	2,449
Food and organics collection	819	850	2,748	985	5,402
Glass collection	482	500	1,609	575	3,166
Transactional banking	8	–	–	–	8
Cleaning services	579	265	17	–	861
Security Services	174	–	–	–	174
Parking Services	47	–	–	–	47
Animal Services	136	–	–	–	136
Internal Audit	73	37	–	–	110
Meals for delivery	167	–	–	–	167
Information technology	68	70	139	–	277
Total	3,638	2,827	7,909	2,688	17,062

Capital

Information technology	37	–	–	–	37
Infrastructure	2,640	–	–	–	2,640
Total	2,677	–	–	–	2,677

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

(a) Right-of-Use Assets

	Property \$ '000	Plant & Equipment \$ '000	Total \$ '000
2021			
Balance at 1 July	45	1,112	1,157
Additions	73	422	495
Adjustments to right-of-use assets due to re-measurement of lease liability	–	35	35
Amortisation charge	(21)	(239)	(260)
Balance at 30 June	97	1,330	1,427
2020			
Balance at 1 July	60	160	220
Additions	–	1,184	1,184
Adjustments to right-of-use assets due to re-measurement of lease liability	–	–	–
Amortisation charge	(15)	(232)	(247)
Balance at 30 June	45	1,112	1,157
	2021	2020	
	\$ '000	\$ '000	

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	295	181
One to five years	968	663
More than five years	297	446
Total undiscounted lease liabilities as at 30 June:	1,560	1,290

Lease liabilities included in the Balance Sheet at 30 June:

Current	261	151
Non-current	1,183	1,012
Total lease liabilities	1,444	1,163

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Short-term leases	13	38
Leases of low value assets	287	231
Total	300	269

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Within one year	199	239
Later than one year but not later than five years	353	418

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
Total lease commitments	552	657

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Assets we manage

	2021 \$ '000	2020 \$ '000
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6.1 Non-current assets classified as "held for sale"

Current

Property held for sale - Written down value	—	250
Total non current assets classified as held for sale	—	250

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

REPORT OF OPERATIONS THE YEAR IN REVIEW

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	Transfers from associates and joint ventures \$ '000	At Fair Value 30 June 2021 \$ '000
Summary of property, infrastructure, plant and equipment										
Property	289,729	314	1,166	—	(2,110)	—	—	81	—	289,180
Plant and equipment	21,413	2,494	16	—	(1,566)	(185)	—	13	385	22,570
Infrastructure	316,367	7,620	5,011	—	(8,423)	(198)	—	864	—	321,241
Work in progress	1,773	6,609	—	—	—	—	(125)	(958)	—	7,299
Total	629,282	17,037	6,193	—	(12,099)	(383)	(125)	—	385	640,290
Summary of Work in Progress										
Property										
Plant and equipment										
Infrastructure										
Total										
	882	512			(111)			(81)		1,202
	13	—			—			(13)		—
	878	6,097			(14)			(864)		6,097
Total	1,773	6,609			(125)			(958)		7,299

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land improve- ments \$ '000	Total land and land improve- ments \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Building improve- ments \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property										
At fair value 1 July 2020	159,247	2,689	995	162,931	140,204	2,839	911	143,954	882	307,767
Accumulated depreciation at 1 July 2020	-	-	(405)	(405)	(16,451)	(37)	(263)	(16,751)	-	(17,156)
Carrying value - 1 July 2020	159,247	2,689	590	162,526	123,753	2,802	648	127,203	882	290,611
Movements in fair value										
Additions	-	-	-	-	285	14	15	314	512	826
Contributions	1,166	-	-	1,166	-	-	-	-	-	1,166
Revaluation	-	-	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	(111)	(111)
Transfers	-	-	-	-	81	-	-	81	(81)	-
Total movements in fair value	1,166	-	-	1,166	366	14	15	395	320	1,881
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	(18)	(18)	(2,035)	(37)	(20)	(2,092)	-	(2,110)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
Total movements in accumulated depreciation	-	-	(18)	(18)	(2,035)	(37)	(20)	(2,092)	-	(2,110)
At fair value 30 June 2021	160,413	2,689	995	164,097	140,570	2,853	926	144,349	1,202	309,648
Accumulated depreciation at 30 June 2021	-	-	(423)	(423)	(18,486)	(74)	(283)	(18,843)	-	(19,266)
Carrying value - 30 June 2021	160,413	2,689	572	163,674	122,084	2,779	643	125,506	1,202	290,382

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Paintings and exhibits \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment								
At fair value 1 July 2020	9,480	5,674	6,551	—	13,142	34,847	13	34,860
Accumulated depreciation at 1 July 2020	(5,783)	(4,647)	(3,004)	—	—	(13,434)	—	(13,434)
Carrying value - 1 July 2020	3,697	1,027	3,547	—	13,142	21,413	13	21,426
Movements in fair value								
Additions	1,697	113	647	—	37	2,494	—	2,494
Contributions	2	—	—	—	14	16	—	16
Revaluation	—	—	—	—	—	706	—	706
Disposal	(876)	—	(33)	—	—	(909)	—	(909)
Transfers	—	—	13	—	—	13	(13)	—
Transfers from associates and joint ventures	—	—	33	352	—	385	—	385
Total movements in fair value	823	113	660	352	51	2,705	(13)	2,692
Movements in accumulated depreciation								
Depreciation and amortisation	(952)	(90)	(524)	—	—	(1,566)	—	(1,566)
Accumulated depreciation of disposals	718	—	6	—	—	724	—	724
Transfers	—	—	—	—	—	—	—	—
Total movements in accumulated depreciation	(234)	(90)	(518)	—	—	(842)	—	(842)
At fair value 30 June 2021	10,303	5,787	7,211	352	13,193	36,846	—	36,846
Accumulated depreciation at 30 June 2021	(6,017)	(4,737)	(3,522)	—	—	(14,276)	—	(14,276)
Carrying value - 30 June 2021	4,286	1,050	3,689	352	13,193	22,570	—	22,570

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage

	Roads \$ '000	Bridges \$ '000	Foot- paths and cycle- ways \$ '000	Drainage \$ '000	Recrea- tional, leisure and commu- nity \$ '000	Waste manage- ment \$ '000	Parks open spaces and streets- capes \$ '000	Aerodro- mes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure													
At fair value 1 July 2020	258,770	33,110	57,457	93,352	6,888	606	17,879	10,059	13,814	7,726	499,661	878	500,539
Accumulated depreciation at 1 July 2020	(101,691)	(10,862)	(24,191)	(24,192)	(4,574)	(48)	(5,751)	(1,882)	(5,675)	(4,428)	(183,294)	-	(183,294)
Carrying value - 1 July 2020	157,079	22,248	33,266	69,160	2,314	558	12,128	8,177	8,139	3,298	316,367	878	317,245
Movements in fair value													
Additions	4,328	515	888	81	125	-	481	5	46	1,151	7,620	6,097	13,717
Contributions and Found Assets	2,450	29	1,296	1,023	-	-	213	-	-	-	5,011	-	5,011
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposal	(277)	-	(9)	(9)	-	-	(119)	-	-	-	(414)	-	(414)
Write-off	-	-	-	-	-	-	-	-	-	-	-	(14)	(14)
Transfers	237	22	(22)	26	-	-	601	-	-	-	864	(864)	-
Total movements in fair value	6,738	566	2,153	1,121	125	-	1,176	5	46	1,151	13,081	5,219	18,300
Movements in accumulated depreciation													
Depreciation and amortisation	(4,282)	(379)	(1,263)	(941)	(124)	(41)	(624)	(258)	(331)	(180)	(8,423)	-	(8,423)
Accumulated depreciation of disposals	120	-	6	2	-	-	88	-	-	-	216	-	216
Transfers	-	(14)	14	-	-	-	-	-	-	-	-	-	-
Total movements in accumulated depreciation	(4,162)	(393)	(1,243)	(939)	(124)	(41)	(536)	(258)	(331)	(180)	(8,207)	-	(8,207)
At fair value 30 June 2021	265,508	33,676	59,610	94,473	7,013	606	19,055	10,064	13,860	8,877	512,742	6,097	518,839
Accumulated depreciation at 30 June 2021	(105,853)	(11,255)	(25,434)	(25,131)	(4,698)	(89)	(6,287)	(2,140)	(6,006)	(4,608)	(191,501)	-	(191,501)
Carrying value - 30 June 2021	159,655	22,421	34,176	69,342	2,315	517	12,768	7,924	7,854	4,269	321,241	6,097	327,338

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Land and land improvements		
land	n/a	–
land improvements	20 - 200 years	5
Buildings		
buildings	30 - 100 years	5
building improvements	25 - 60 years	1
leasehold improvements	10 - 20 years	1
Plant and Equipment		
plant, machinery and equipment	3 - 40 years	1
fixtures, fittings and furniture	2 - 25 years	5
computers and telecommunications	5 - 20 years	2
paintings and exhibits	n/a	–
Infrastructure		
roads	16 - 200 years	5
bridges	30 - 200 years	5
footpaths and cycleways	15 - 65 years	5
drainage	20 - 200 years	1
recreational, leisure and community facilities	20 - 80 years	1
parks, open spaces and streetscapes	15 - 80 years	5
off street car parks	16 - 200 years	5
aerodromes	16 - 100 years	1
other infrastructure	20 - 60 years	5

Land under roads

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

Depreciation and amortisation

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

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

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

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

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

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

Repairs and maintenance

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

Valuation of land and buildings

Land - Non Specialised

Non-specialised land was professionally valued in 2020 by Mr L Speed AAPI (Val) alongside their associated buildings. The valuations of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. It should be noted that non-specialised land is fair value hierarchy 2 due to the available market for this type of asset.

Land - Specialised

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Buildings - Non Specialised

Non-specialised buildings were professionally valued in 2020 by Mr L Speed AAPI (Val). It should be noted that non-specialised buildings are fair value hierarchy 2 due to the available market for this type of asset.

Buildings - Specialised

The current valuation of specialised buildings is based on a component level condition assessment and depreciated replacement cost, based on information by SPM Consultants who were engaged by Warrnambool City Council in 2020. The details of the current valuation are detailed in the table below.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Land - non specialised	–	2,689	–	30/06/2020
Land - specialised	–	–	160,413	30/06/2020
Land improvements	–	–	572	30/06/2021
Buildings - non-specialised	–	2,779	–	30/06/2020
Buildings - specialised	–	–	122,084	30/06/2020
Building improvements	–	–	643	30/06/2018
Total	–	5,468	283,712	

Valuation of Infrastructure

Valuation of infrastructure assets was performed by internal professional staff and approved by Mr David Leahy, Director City Infrastructure with Warrnambool City Council. The date of the current assessment is 30 June 2021.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Roads	—	—	159,655	30/06/2019
Bridges	—	—	22,421	30/06/2018
Footpaths and cycleways	—	—	34,176	30/06/2018
Drainage	—	—	69,342	30/06/2018
Recreational, leisure & community facilities	—	—	2,315	30/06/2018
Waste management	—	—	517	30/06/2019
Parks, open space & streetscapes	—	—	12,768	30/06/2018
Aerodromes	—	—	7,924	30/06/2019
Off street car parks	—	—	7,854	30/06/2019
Other	—	—	4,269	30/06/2018
Total	—	—	321,241	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 70% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.12 and \$939 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$293 to \$4,941 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 0 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2021 \$ '000	2020 \$ '000
Land under roads	5,222	4,301
Crown land	75,144	75,144
Council freehold land	80,047	79,802
Total specialised land	160,413	159,247

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	2021 \$ '000	2020 \$ '000
6.3 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
Investments in associates and joint arrangements accounted for by the equity method are:		
Corangamite Regional Library Corporation	–	720
Total investments in associates and joint arrangements	–	720
Associates and joint arrangements - in profit		
Corangamite Regional Library Corporation	(49)	84
Total surplus for year in associates and joint arrangements	(49)	84
Corangamite Regional Library Corporation		
Warrnambool City Council in conjunction with Colac Otway Shire, Corangamite Shire and Moyne Shire have an interest in the Corangamite Regional Library Corporation. The Library Corporation services much of the population of the South West Victoria and Warrnambool City Council currently has a 39.00% equity interest (39.00% in 2019/2020).		
Fair value of Council's investment in Corangamite Regional Library Corporation	–	720
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	695	608
Reported surplus(deficit) for year	(49)	84
Transfers (to) from reserves	25	–
Distributions for the year	(496)	–
Movement in equity share	–	3
Impairment Loss	(175)	–
Council's share of accumulated surplus(deficit) at end of year	–	695
Council's share of reserves		
Council's share of reserves at start of year	25	25
Transfers (to) from reserves	(25)	–
Council's share of reserves at end of year	–	25
Movement in carrying value of specific investment		
Carrying value of investment at start of year	720	633
Share of surplus(deficit) for year	(49)	84
Distributions received	(496)	–
Movement in equity share	–	3
Impairment Loss	(175)	–
Carrying value of investment at end of year	–	720

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

6.4 Committees of management

	2021 \$ '000	2020 \$ '000
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Committees of management

Port of Warrnambool

The Council is the Committee of Management for the Port of Warrnambool. The financial transactions have been included in Council's financial statements and are summarised below:

Summarised Statement of Comprehensive Income

Income

Grants - operating	97	111
User fees	9	6
Grants - capital	128	–

Expenditure

Materials and Services	(122)	(117)
Capital expenditure	(341)	(357)

Surplus/(Deficit) for the Year

(229) (357)

The operation of the Port of Warrnambool is by an agreement between Warrnambool City Council and the Department of Transport. Any assets are returnable on cessation of the agreement.

Notes to the Financial Statements for the year ended 30 June 2021

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Warrnambool City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Councillor Tony Herbert (Mayor - 01/07/2020 to 24/10/2020)
Councillor Robert Anderson (01/07/2020 to 24/10/2020)
Councillor Sue Cassidy (01/07/2020 to 24/10/2020)
Councillor Kylie Gaston (01/07/2020 to 24/10/2020)
Councillor Michael Neoh (01/07/2020 to 24/10/2020)
Councillor David Owen (01/07/2020 to 24/10/2020)
Councillor Peter Sycopoulis (01/07/2020 to 24/10/2020)
Councillor Vicki Jellie AM (Mayor - 23/11/2020 to 30/06/2021)
Councillor Otha Akoch (23/11/2020 to 30/06/2021)
Councillor Debbie Arnott (23/11/2020 to 30/06/2021)
Councillor Ben Blain (23/11/2020 to 30/06/2021)
Councillor Angie Paspaliaris (23/11/2020 to 30/06/2021)
Councillor Max Taylor (23/11/2020 to 30/06/2021)
Councillor Richard Ziegeler (23/11/2020 to 30/06/2021)

Chief Executive Officer

Mr Peter Schneider *
Ms Vikki King (Acting 14/07/2020 to 24/5/2021)
Mr Gary Gaffney (Interim 25/5/2021 to 18/06/2021)

* The contract of Mr Peter Schneider was terminated by Council at a special meeting on the 13th July 2020. This decision was challenged through the Supreme Court and on the 11th June 2021, Justice McDonald handed down orders to quash the previous decision of Council to terminate his contract at that time.

Key Management Personnel

Director Corporate Strategies Mr Peter Utri
Director City Growth Mr Andrew Paton
Director Community Development Ms Vikki King (01/07/2020 to 13/07/2020 and 25/05/2021 to 15/06/2021)
Director City Infrastructure Mr Scott Cavanagh (01/07/2020 to 03/07/2020)
Director City Infrastructure Mr Glenn Reddick (Acting 06/07/2020 to 04/09/2020)
Director City Infrastructure Mr Luke Coughlan (Acting 07/09/2020 to 04/12/2020)
Director City Infrastructure Mr David Leahy (07/12/2020 to 30/06/2021)

	2021 No.	2020 No.
Total Number of Councillors	14	8
Total of Chief Executive Officer and other Key Management Personnel	9	5

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

Total Number of Key Management Personnel

23	13
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2021	2020
\$ '000	\$ '000

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,527	1,331
Long-term benefits	27	26
Post employment benefits	86	100
Total	1,640	1,457

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

	2021 No.	2020 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	—	1
\$10,000 - \$19,999	12	1
\$20,000 - \$29,999	1	5
\$30,000 - \$39,999	3	—
\$50,000 - \$59,999	2	—
\$80,000 - \$89,999	—	1
\$120,000 - \$129,999	1	—
\$200,000 - \$209,999	—	1
\$210,000 - \$219,999	2	3
\$280,000 - \$289,999	1	—
\$350,000 - \$359,999	—	1
\$390,000 - \$399,999	1	—
	23	13

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2021 No.	2020 No.
Income Range:		
\$110,000 - \$119,999 ¹	1	1
\$140,000 - \$149,999 ²	1	—
\$160,000 - \$169,999	—	1
\$170,000 - \$179,999	1	1
\$200,000 - \$209,999	—	1
	3	4

(1) This employee commenced employment with Council in October 2020 and the remuneration reflects only a partial year.

(2) This employee was acting in a Director role for 3 months and the remuneration during this period is shown above in the Key Management Personnel (KMP) section.

	2021 \$ '000	2020 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to*:	434	656

7.2 Related party disclosure

(a) Transactions with related parties

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

During the period Council entered into the following transactions with related parties:

Councillor	Related Party	Nature of Relationship	Terms and Conditions	Nature of Transaction	Aggregate Total \$'000
Cr Cassidy	The Cassign Trust trading as Cassign	Spouse controlled entity	Commercial	Supply and installation of wayfinding signage	50
Cr Paspaliaris	Alex Pye Electrics	Spouse controlled entity	Commercial	Electrical repairs and maintenance	1
Council	Corangamite Regional Library Corporation	Member Council	Commercial	Contribution to Library operations and exit costs from leaving the corporation	1,039

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

2021 - Nil (2020 - Nil)

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

2021 - Nil (2020 - Nil)

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

2021 - Nil (2020 - Nil)

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent assets

Construction of infrastructure assets by developers in the course of creating new subdivisions results in the infrastructure assets being vested in Council when Council issues a Statement of Compliance.

At reporting date, developers had commenced construction of assets that will eventually be transferred to Council contingent upon Council issuing a Statement of Compliance.

Due to the nature of the arrangements in place and the assets involved, a contingent asset amount cannot be reliably measured prior to completion.

Insurance Claim

Council was required to relocate one of their child care centres due to building maintenance issues which is covered under insurance, upon which a claim has been accepted. At reporting date, the contents claims has been settled but the claim for business interruption is still being assessed.

(b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

In November 2017, the Victorian WorkCover Authority (the Authority) granted the Municipal Association of Victoria (MAV) a three-year self-insurance licence allowing it to provide workers' compensation insurance to Victorian councils. When the MAV WorkCare Scheme commenced, there were 31 inaugural members, including the MAV.

In accordance with the Authority's decision not to renew the MAV's self-insurance licence, the MAV WorkCare Scheme ceased operation on 30 June 2021. The MAV is continuing to support the orderly transition of claims management responsibilities to the Authority.

Council was a participant of the MAV WorkCare Scheme.

The MAV WorkCare Scheme participation agreement stated that each participant would remain liable to make further contributions to the Scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability would continue whether or not the participant remained a participant in future insurance years.

The net financial impact on Council as a result of the cessation of the MAV WorkCare Scheme for the 2020-21 financial year is yet to be determined. Any obligation is dependent upon the Authority's initial actuarial assessment of the tail claims liabilities of the MAV WorkCare Scheme.

In accordance with the *Workplace Injury Rehabilitation and Compensation Act 2013*, there is a six- year liability period following the cessation of the MAV WorkCare Scheme. During the liability period, adjustment payments may be required (or received) by Council. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by the Authority.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

The Council acts as guarantor in respect of bank loans provided to the following clubs and community groups:

Entity and Institution	Original Loan \$'000	Balance of borrowings 2021 \$'000	2020 \$'000
City Memorials Bowls Club - Commonwealth Bank	2,000	0	2
Warrnambool Returned Services Club - Commonwealth Bank	3,351	2,705	2,726
Warrnambool Football Netball Club - Commonwealth Bank	800	643	670
Old Collegians Football Netball Club - NAB	100	95	96
Dennington Football Netball Club - Bendigo Bank	49	40	44
Dennington Bowls Club -Bendigo Bank	100	1	31

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1 % and - 0.25 % in market interest rates (AUD) from year-end rates of 0.25%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Share of incr. (decr) on revaluation of the asset through disposal of investment \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves				
(a) Asset revaluation reserves				
2021				
Property				
Land	124,251	—	—	124,251
Buildings	92,113	—	—	92,113
	216,364	—	—	216,364
Plant and equipment				
Corangamite Regional Library Corporation	706	—	(706)	—
Artworks	2,640	—	—	2,640
	3,346	—	(706)	2,640
Infrastructure				
Roads	99,350	—	—	99,350
Bridges	15,346	—	—	15,346
Footpaths and cycleways	677	—	—	677
Drainage	21,218	—	—	21,218
Aerodromes	238	—	—	238
Other infrastructure	29,041	—	—	29,041
	165,870	—	—	165,870
Total asset revaluation reserves	385,580	—	(706)	384,874
2020				
Property				
Land	124,063	188	—	124,251
Buildings	99,206	(7,093)	—	92,113
	223,269	(6,905)	—	216,364
Plant and equipment				
Corangamite Regional Library Corporation	706	—	—	706
Artworks	2,640	—	—	2,640
	3,346	—	—	3,346
Infrastructure				
Roads	99,350	—	—	99,350
Bridges	15,346	—	—	15,346
Footpaths and cycleways	677	—	—	677
Drainage	21,218	—	—	21,218
Aerodromes	238	—	—	238
Other infrastructure	29,041	—	—	29,041
	165,870	—	—	165,870

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

Total asset revaluation reserves	392,485	(6,905)	–	385,580
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The asset revaluation reserve is used to record the increased (net) value of Council's assets over time. The Corangamite Regional Library Corporation recognises the fair value of revalued assets in their books

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2021				
Main drainage fund	749	137	–	886
Committed reserve	5,888	2,668	–	8,556
Heritage restoration fund	45	–	–	45
Insurance claims reserve	90	–	–	90
Information technology reserve	131	–	(131)	–
Art gallery reserve	47	–	–	47
Resort and recreation reserve	311	–	(121)	190
Car park fund	96	521	–	617
North of the Merri developer contribution reserve	1,080	33	–	1,113
Hopkins Point Road developer contribution reserve	13	127	–	140
North East growth area developer contribution reserve	–	156	–	156
Total Other reserves	8,450	3,642	(252)	11,840
2020				
Main drainage fund	954	–	(205)	749
Committed reserve	3,807	2,081	–	5,888
Heritage restoration fund	45	–	–	45
Insurance claims reserve	90	–	–	90
Information technology reserve	131	–	–	131
Art gallery reserve	47	–	–	47
Resort and recreation reserve	292	19	–	311
Car park fund	21	75	–	96
North of the Merri developer contribution reserve	391	689	–	1,080
Hopkins Point Road developer contribution reserve	13	–	–	13
North East growth area developer contribution reserve	–	–	–	–
Northeast DCP	549	–	(549)	–
Total Other reserves	6,340	2,864	(754)	8,450

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

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

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

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

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

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

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

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

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

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

Northeast DCP Developer Contributions Reserve is maintained specifically for contributions held for the growth areas in the Northeast of Warrnambool.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

	2021 \$ '000	2020 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	12,085	12,441
Add / (deduct) non-cash items:		
Depreciation/amortisation	12,359	12,385
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(8)	107
Contributions - Non-monetary assets	(6,132)	(4,851)
Found assets	(61)	(85)
Net share of net profits of associates and joint ventures	49	(84)
Prior year WIP written off	—	93
Bad and doubtful debts expense	—	249
Interest on lease liabilities	34	36
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(9)	(287)
(Increase)/decrease in inventories	29	(27)
(Increase)/decrease in prepayments	384	(203)
Increase/(decrease) in accrued income	160	(272)
Increase/(decrease) in trade and other payables	1,333	628
Increase/(decrease) in provisions	107	22
Increase/(decrease) in Unearned income	1,873	1,408
Increase/(decrease) in net GST	51	151
Increase/(decrease) in trust deposits	644	(51)
Increase/(decrease) in accrued expenses	98	234
Net cash provided by/(used in) operating activities	22,996	21,894

9.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

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

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

Funding Arrangements

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

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

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns 4.8% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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

Funding calls

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

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

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

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

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

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

The 2020 triennial actuarial investigation surplus amounts

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

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

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Warrnambool City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of scheme	Rate	2021 \$ '000	2020 \$ '000
Vision Super	Defined benefit	9.5%	200	194
Vision Super	Accumulation fund	9.5%	2,102	2,329
Other Funds	Accumulation fund	9.5%	365	167

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2020/21 year (2019/20 \$0).

There were \$331k contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$200k.

Note 10. Changes in accounting policies

10.1 Changes in accounting policies due to adoption of new accounting standards – not retrospective

Notes to the Financial Statements

for the year ended 30 June 2021

Note 10. Changes in accounting policies (continued)

i) Impact of adoption of new accounting standards

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020.

10.2 Changes in accounting policies due to adoption of new accounting standards - retrospective

Council made no changes in accounting policies due to adoption of new accounting standards – retrospective.

10.3 Voluntary changes in accounting policies

Council made no changes in accounting policies due to adoption of new accounting standards – retrospective.

7.2. SCHEDULED COUNCIL MEETING DATES 2022

DIRECTORATE : Executive Services

PURPOSE:

The purpose of this report is for Council's consideration and adoption of the Scheduled Council Meeting dates for 2021.

EXECUTIVE SUMMARY

Under Council's Governance Rules, Council is required to 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 of Council.

The proposed Scheduled Council Meeting dates for the period February 2022 – December 2022 is contained within the recommendation.

MOVED: CR MAX TAYLOR
SECONDED: CR ANGIE PASPALIARIS

That Council adopt the following Scheduled Council Meeting dates for 2022:-

- **Monday 7 February 2022**
- **Monday 7 March 2022**
- **Monday 4 April 2022**
- **Monday 2 May 2022**
- **Monday 6 June 2022**
- **Monday 4 July 2022**
- **Monday 1 August 2022**
- **Monday 5 September 2022**
- **Monday 3 October 2022**
- **Monday 24 October 2022 – Annual Meeting of Council**
- **Monday 7 November 2022**
- **Monday 5 December 2022**

CARRIED - 7:0

BACKGROUND

Council is required to fix the dates, times and places of all Scheduled Council Meetings for the following 2 months at the first Scheduled Council Meeting following the Annual (Statutory) Meeting of Council with the dates, times and places of all Scheduled Council Meetings to be made available to the public.

Public notice of all Scheduled Council Meetings will be provided in accordance with Council's Governance Rules and will be displayed on Council's website.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 An effective Council

5.1 Leadership and governance: Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making

TIMING

To be adopted at the first Scheduled Council Meeting following the Annual (Statutory) Meeting of Council.

ATTACHMENTS

Nil

7.3. ACTIVITIES & INITIATIVES 2021-2022: JULY - SEPTEMBER (QUARTER 1)

DIRECTORATE: Corporate Strategies

PURPOSE:

This report provides information on the progress in achieving the Activities and Initiatives (A&I's) set down for 2021-2022 as part of the Council Plan and Budget process. This report provides Council and the community with an update in the progress of actions across Councils' functional areas.

EXECUTIVE SUMMARY

This report reflects on the progress and achievements of a broad range of Activities and Initiatives set out in the Council Plan and Budget for the financial year 2021 –2022.

Whilst Council has followed all health directives of the state government Council has still been able to achieve the continuation of most of its services to the community in some form despite the impacts of COVID-19 and has additionally altered its program focus where appropriate to respond to supporting the community through our program of works.

Council continues to deliver services that respond that keep us safe. This continues to mean rethinking how we provide our services to the community. Council has adapted its service delivery methods with Covid safe plans and has continued to plan for a post COVID future for this community.

The A&I's underpin activities Council undertakes to work toward the vision 2021 - 2025 of "A thriving city at the heart of coast and country".

The 5 key objectives that support this vision are:

1. We will be a healthy, inclusive and thriving community with equitable access to services, cultural opportunities and recreational activities.
2. We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.
3. We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities that attract ongoing investment.
4. We will provide high quality places that people value and want to live, work, play and learn in
5. We will be recognized as a collaborative Council and a high-performing organization that enables positive outcomes for Warrnambool's community, environment and economy and for Victoria's Southwest.

MOVED: CR DEBBIE ARNOTT
SECONDED: CR ANGIE PASPALIARIS

That the Activities & Initiatives 2021 – 2022: July – September (Quarter 1), be received.

CARRIED - 7:0

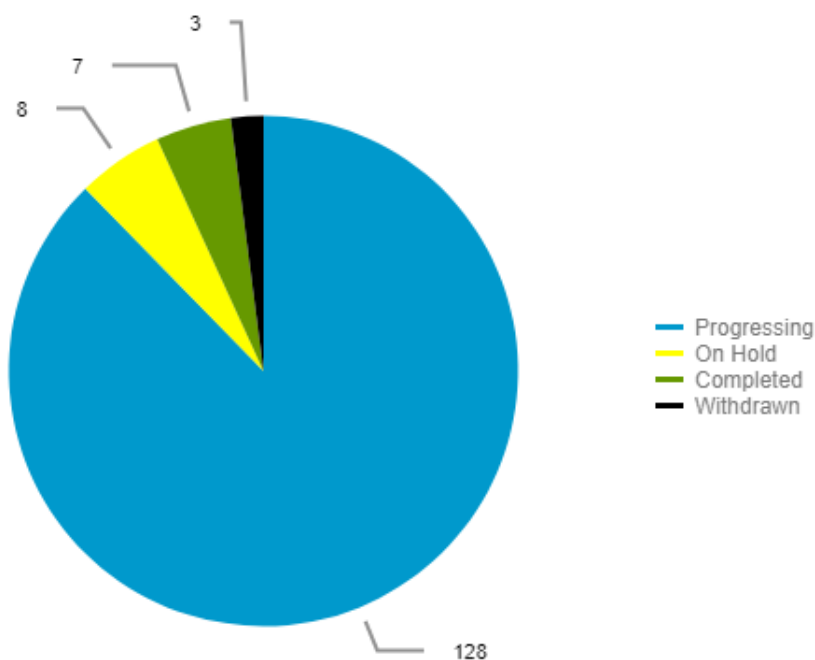
BACKGROUND

The 2021 – 2025 Council Plan is the key planning and strategic document of the Council and details the Council strategic objectives for its community over a 4-year period.

Council is required to set down the A&I's on an annual basis that are to be funded and demonstrate how these actions will contribute to achieving the strategic objectives specified in the Council Plan and Budget.

2021-2022 ACTIVITIES AND INITIATIVES OVERVIEW

This report provides a snapshot as to the progress of the 2021-2022 A&I's.



ATTACHMENTS

1. Activities & Initiatives 2021-2022: July - September (Q1) [7.3.1 - 35 pages]



- Completed
- Progressing
- On Hold
- Not Progressing
- Not Completed
- Withdrawn



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

GOAL 1: A HEALTHY COMMUNITY: We will be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.

Objective 1: WELCOMING & INCLUSIVE CITY: Warrnambool will be a city that is more welcoming to all and fosters diversity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.1.1	Provide information to new residents that introduces key Council services, organisations and agencies including those in recreation, culture and early childhood.	Manager Communications	25%		The branch is reviewing information that is provided to new residents.
1.1.2	Develop and implement a range of Council activities and events to encourage participation from diverse groups within our community.	Manager, Capacity, Access & Inclusion	40%		<p>WCC Volunteer Connect has been successful in its submission to receive grant funding to lead a Volunteer Diversity project in the Region. The main objectives of the funding include; Breaking down barriers to volunteering for identified priority groups; People with a disability, First Nations; Newly arrived migrants (under 5 years)</p> <p>Archie Graham Centre has partnered with Bethany to deliver 'Strong Spirits' a 5 week art program for Young Aboriginal and Torres Strait Islander young people aged 12-25. This is a community project aims to build strong spirit, social connect, and connection to culture.</p> <p>The membership recruitment to the Youth Council and West Warrnambool Neighbourhood House Advisory committee have changed to ensure a more diverse representation of our community have the opportunity to participate. Youth Council celebrated the voice and talents of our Young People through the Annual Warrnambool and Moyne Youth Awards event. In each age category awards were given to nominees who exemplified and demonstrated three of the following values through their efforts, attitude, behaviour and performance.</p> <ul style="list-style-type: none"> • Cooperation • Resilience • Responsibility • Kindness • Passion
1.1.3	Increase access to participation for all abilities and raise awareness of the community regarding the	Manager, Capacity, Access & Inclusion	25%		Warrnambool City Council has become a member of the South West Disability Network to increase stakeholder engagement Council Disability Action Plan and gain greater understanding of the current needs of people living with disability and the disability service

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

2



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	needs of people with a disability.				sector within the South west region. Volunteer Connect has begun building stakeholder relations with the disability sector as part of the Volunteer Diversity project to encourage people with a disability to engage with volunteering opportunities.
1.1.4	Engage with community to ensure that a diversity of voices are informing Council policies, strategies, programs, and services.	Manager Community Policy & Planning	25%		Council regularly engages with the community through various mediums on a range of policies, strategies, programs and issues. Seeking a diversity of views assists in improving inclusion in Council services and in the community. During this quarter Council rolled out the Australian Liveability Census in partnership with PlaceScore. Over 1,017 respondents participated in the survey providing valuable feedback on 50 indicators related to the values that are important for improving liveability around their neighbourhoods. During this period Council also engaged with the community around community safety, roads and tree asset management plan, domestic animal management plan, municipal health and wellbeing plan, among others.
1.1.5	Develop and implement programs to improve community connections and reduce social isolation.	Service Manager Home Support	50%		Summary of social connection activities during quarter 1: Let's Get Neighbourly Program: 'Let's Get Neighbourly' is a community leadership and mentoring program facilitated by National Charity Neighbourhood Connect. The program aims to build on the existing strengths of local leaders in their residential areas by building capacity for increased connection and reducing social isolation. Home is Where the Art is: An initiative implemented to maximise participation in the 'Let's Get Neighbourly' workshops by engaging local neighbourhood champion and artist Jimmi Buscombe in a community building neighbourhood mural. • Mural prize won by Deakin International Student from Sri Lanka • Mural Location: Bus Shelter on Derby Street • Community reach: approx. 200-300 households + Warrnambool Community Gardens Welcome to Warrnambool: 33 Welcome to Warrnambool Show bags provided to new arrivals from Vanuatu commencing work at Midfields on skilled-labour migrant visas. Local Support Network: The LSN offers a forum for community and volunteer-involving groups to share knowledge

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

3



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					and information, pool resources, expand support, partner in initiatives and projects that build social connection and reduce social isolation. Members involved in the network work closely with vulnerable, lonely or isolated communities, and/or offer practical, social, emotional and emergency support, programs and opportunities. Partnerships and Initiatives of the LSN from July: <ul style="list-style-type: none"> • Funding of Settlement Resources Guide for EAL families and new arrivals, in partnership with the Multicultural Women's Circle • Event facilitation and partnership for the first gathering of the Multicultural Women's Circle • Partnership in the Deakin International Students Summer Program • Partnership in the Deakin International Friends Program • Partnership in Warrnambool College SEALP student connection projects for Disability and LGBT communities
1.1.6	Provide library programs and collections that facilitate inclusion, understanding and acceptance of diversity.	Manager Recreation & Culture	0%		Duplication Outcomes provided in 1.1.7
1.1.7	Establish LOTE, ESL and LGBTQI+ collections in the library to foster diversity.	Manager Recreation & Culture	0%		To be implemented in the new Warrnambool Library in late 2022.
1.1.8	Develop and implement programs and activities that improve community engagement and social connection through West Warrnambool Neighbourhood House.	West Warrnambool Neighbourhood House Coordinator	25%		<p>The July school holiday program attracted good numbers, with culturally and linguistically diverse families from the West Warrnambool continuing to attend and participate. Low cost activities included resin art, boxercise and karate, nature art and craft, creative cooking, Red Cross pillow case project and an excursion to the LHT to see the kindergartens NAIDOC Week exhibition.</p> <p>The WWNH was extremely busy in the last quarter with the State Government Power Saving Bonus applications, effectively assisting 82 low income families and individuals with the online application process - required to access the \$250 bonus. NHVIC has secured funding to reimburse all participating houses with \$10 per individual application.</p> <p>During the months of August and September the COVID pandemic forced many planned and prospective activities to be cancelled. The pandemic also limited the data collection time frame for the state wide 2021 Neighbourhood House Survey (from 4 weeks to 4 days) However during the four day data collection period the WWNH managed to run mosaic and resin</p>

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

4



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					<p>classes, playgroup, power saving bonus applications and food share deliveries.</p> <p>Demand for food relief in West Warrnambool and surrounding areas has increased significantly over the last quarter with WWNH delivering just over 1.6 tonnes of food to local families and pensioners in need.</p>

Objective 2: ABORIGINAL COMMUNITIES: Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.2.1	Develop and deliver programs and services in collaboration with Aboriginal people that support inclusiveness, culture and reconciliation	Manager Recreation & Culture	25%		Warrnambool Art Gallery has won the Archival Survival Award for small museums/galleries for the WAG Maar Nation Gallery and Aboriginal-led Legacy Initiative.
1.2.2	Explore the process and development of Reconciliation Action Plan with Reconciliation Australia.	Manager Community Policy & Planning	5%		Desktop review of the process of development of the Reconciliation Action Plan has been completed. In the next quarter, Council will submit the expression of interest for development of the Reconciliation Action Plan and will be guided by Reconciliation Australia on the process.
1.2.3	Facilitate and encourage collaborative relationships with Aboriginal and Community Controlled Organisations (ACCOs) to address key barriers to access children's and family services and build a stronger cultural connection.	Manager Children & Family Services	10%		Extension of the AMCHI project with Gunditjmarra and WCC Maternal Child Health Services has been successful at addressing key barriers to participation in MCH services.
1.2.4	Increase participation of Aboriginal families in early years services, with a focus on maternal and child health and kindergarten services.	Manager Children & Family Services	10%		Successfully receiving funding for and recruiting an intake worker to support children to participate in kindergarten has been the first step to achieving increase participation.
1.2.5	Increase community awareness of, and promote, Aboriginal heritage, culture and sites of significance.	Manager Community Policy & Planning	10%		Examples of projects including Lake Pertobe playground project are examples of recognising cultural heritage and sites and integrating into Council capital projects alongside engagement with Eastern Maar.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

5



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Objective 3: HEALTH & WELLBEING: Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.3.1	Develop and implement the Municipal Health and Wellbeing Plan 2021-25.	Manager Community Policy & Planning	30%		Healthy Warrnambool Plan 2021-25 has been developed through engagement with over 70 internal and external stakeholders. Five priority areas on Physical Health, Social and Emotional Wellbeing, Prevention of Family Violence, Reduced Harm from Alcohol and Other Drugs, and Increased Resilience and Safety from Impacts of Climate Change have been selected and strategies/initiatives developed. Implementation plans and action plans will be guided by individual communities of practice comprising of internal and external stakeholders. The plan will be presented to Council for endorsement in October 2021 in line with the Public Health and Wellbeing Act 2008.
1.3.2	Achieve compliance with the Child Information Sharing and Family Violence Information Sharing reforms.	Service Manager Early Years Learning and Development	15%		Initial Family Violence Multi Agency Risk Assessment Management Framework (MARAM) training for the early years leadership team being completed by external provider.
1.3.3	Improve children and families' health and wellbeing through attainment of targets set by the Healthy Achievement Program.	Service Manager Early Years Learning and Development	25%		Kindergarten, Centre Based Child Care and Family Day Care services are currently working towards achieving the mental health benchmark. A wellbeing policy has been developed and adopted for early years services. The achievement program focuses on supporting children, families and staff at the services.
1.3.4	Deliver culturally safe early years services.	Service Manager Early Years Learning and Development	25%		Continuing to work towards achieving Reconciliation action plans for all early years services in collaboration with local Indigenous community members. Continuing to deliver the Indigenous Language program across 12 kindergarten sites.
1.3.5	Develop and implement an Aquatic Strategy, including a new business model for AquaZone, to guide the improvement and strategic use of facilities to increase community participation in physical activity.	Aquazone Service Manager	0%		RFQ for conducting an aquatic feasibility study has been drafted. Funding is required to progress.
1.3.6	Develop an AquaZone fitness and program that supports and encourages wellbeing and water safety.	Aquazone Service Manager	25%		Business and Marketing Plan was created to drive access and participation at the Centre for the 21/22FY. Unfortunately most of our activities have been unable to take place due to AQZ being closed for 47 days over 3 periods during the first 90 days of the FY. While now open we are continuing to operate under tight restrictions on capacity and have: opened the 50m pool 1 month early (50 people), running GF sessions outside (15 people) to

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

6



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					accommodate numbers inside, operating gym (10 people), and indoor pools (20 people).
1.3.7	Establish a plan to assist gymnastics to move to a sustainable business model.	Manager Recreation & Culture	20%		Initial discussions held with Club executive. Review of alternate models has been progressed.
1.3.8	Increase community participation in active recreation.	Manager Recreation & Culture	25%		Council managed recreation facilities have continued to operate whenever possible within Covid restrictions. Learn to Swim and fitness programs have continued at Aquazone whenever possible within Covid restrictions. Aquazone outdoor pool was reopened 6 weeks early to provide an active recreation option that was approved in State Government guidelines. Gymnastics and Stadium activities have been responsive in re-commencing as guidelines allow.
1.3.9	Develop systems and policies that maximise the use of the Warrnambool Stadium.	Service Manager Warrnambool Stadium	25%		<p>The Pandemic continues to impact on Stadium operations and opportunities for the Community to access the Stadium for sports and events. An interim court hire system and charges remain in place for resident sports associations. The system put in place to safely operate during the Pandemic by reducing crowding in the foyer and eliminating individual player/game payment transactions has enabled the Stadium to resume restricted and "close to normal" operations between COVID shutdowns as efficiently as possible.</p> <p>An ongoing Stadium court hire licencing model is being developed and resident sports are being engaged to plan the implementation. The Warrnambool Stadium's facility management system used for point of sale, bookings and reporting is to be reviewed with consideration to be given to an updated version or alternate provider expanding functionality and access for the Stadium team, user groups and customers.</p>
1.3.10	Increase connection with children up to school age through outreach Maternal and Child Health Key Age Stage visits to early years services.	Service Manager Early Years Intervention & Support	5%		Unable to provide KAS to older children due to COVID restrictions and DFFH advice. This will recommence as we navigate through roadmap to return.
1.3.11	Support vulnerable families with young children through the enhanced Maternal and Child Health service.	Service Manager Early Years Intervention & Support	30%		Targets of vulnerable families been maintained and met throughout COVID with strong focus restriction of group work.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

7



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.3.12	Provide a broad range of programs for older members of our community.	Manager, Capacity, Access & Inclusion	25%		<p>Archie Graham Community Centre continues to provide a broad range of activities that keep elderly members of our community socially connection, physically active and improve cognitive function enabling them to live independently in their homes.</p> <p>Archie Graham Community Centre Programs range from indoor social connection activities, digital education and upskilling, exercise programs and social outings . Covid has required staff to be adaptable and flexible in program delivery modes. The introduction of online exercise classes during lockdown periods have been well attended by the community. During periods of lockdown the Archie Team have provided phone calls to vulnerable clients to ensure they remain connected to community and have ability to access resources necessary for daily living.</p> <p>Home Support team, continue to provide essential services to vulnerable members of the community during COVID lockdowns. Services include domestic assistance, personal care, property maintenance, respite. Meals on Wheels continues to be a well accessed program with demand increasing by 30 % during lockdown.</p>
1.3.13	Maximise use of sportsgrounds and associated recreational facilities through ensuring shared use, where appropriate.	Recreation Planner	25%		<p>The draft Occupancy of Sport and Recreation Policy and Fee Model has progressed to club consultation following Council briefing 20 September 2021. Summer sports allocations have closed and process for approval has commenced based around the Covid Road Map and timelines for commencement of community sport.</p>

Objective 4: ACCESSIBLE CITY: Council will improve the physical and social accessibility to community services, facilities, places and precincts.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.4.1	Complete the principal pedestrian network to guide the footpath construction and improvement programs.	Coordinator Assets & Development	65%		Draft PPN report has been provided to Council, this report will be amended to take into account the extensive community feedback from the Walking and Cycling consultation undertaken using Crowd Spot.
1.4.2	Investigate accreditation of Warrnambool based on the UNICEF Child Friendly City Status.	Manager Children & Family Services	5%		Established connection with the Victorian working group for Child Friendly City and attendance at meetings occurring.
1.4.3	Meets the current and future needs of our growing population, programs and	Manager Community	0%		This will start after commencement of planning of neighbourhood community infrastructure assets.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	services through updated Community Services Infrastructure Plan.	Policy & Planning			
1.4.4	Implement the objectives set out in the Early Years Compact Agreement.	Service Manager Early Years Intervention & Support	5%		Connection made with local out of home care advisor and setting up internal procedures to ensure all children in OOHC services are supported via Child and Family Services
1.4.5	Implement the Multiple Agency Risk Assessment and Management (MARAM) framework within all Early Years programs.	Service Manager Early Years Intervention & Support	5%		MAV have indicated support and transition work will be provided to councils
1.4.6	Implement plans to improve the accessibility and user-friendliness for aged and those with a disability to Council owned community facilities.	Manager, Capacity, Access & Inclusion	25%		<p>Council allocates \$50,000 annually to support minor infrastructure projects that improve facilities and infrastructure to be more accessible to all community members including people with a disability. Prioritise Project funds for eligible projects will occur in the 2nd quarter. Project will be assessed against the the following key selection criteria.</p> <ol style="list-style-type: none"> 1. Predicted usage for people with disability 2. OH&S risk 3. Disability Discrimination Act compliance Risk 4. Community Expectation risk 5. Enhanced Works/ Universal access <p>Council is implementing its Disability Action plan.</p>
1.4.7	Increased access for people with disabilities by upgrading Council infrastructure through recurrent capital funding.	Manager Facilities & Projects	25%		Facility upgrades have accessibility as a high priority within the planning for improvements and renewals.
1.4.8	Maintain the delivery of high-quality services to enable people to remain as independent as possible in their own homes.	Service Manager Home Support	25%		Home Support has maintained the delivery of home based services throughout the COVID-19 pandemic. This has required significant investment in staff training and the purchase of personal protective equipment (PPE) to ensure the safety of both staff and clients while continuing to provide essential services. Social Support and respite programs have been limited due to adherence to health department guidelines however have been delivered in a modified form to ensure clients are receiving necessary supports to maintain their well being and independence.
1.4.9	Increased engagement of young people aged 12-25	Youth Development Planner	25%		- Youth Council. 11 people aged 13 - 18. Projects inc. 2021 Youth Awards; 2021 Mental Health Campaign Resources; MHWP Youth Voice workshop; Initiation of Green Futures Now program.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	years in youth development programs and activities.				<ul style="list-style-type: none"> - Green Futures Now. 6 people aged 13 - 21. Environmental leadership program. Partnership with Natural Environment; DEWLP Youth Project Grant via BSW Regional Climate Adaption Strategy. - Youth-led project inc. website and "Living Simply" packs for disadvantaged youth; facilitated youth voice in MHWP and BSW Regional Climate Adaption Strategy - Warrnambool & Moyne Youth Awards (YA), delivered by Youth Council and Moyne YA Working Group. 65 nominees (40 for Warrnambool). Rescheduled as Live Stream Aug 11; 450 viewers; - Warrnambool & Moyne Youth Showcase: The Laneway Art Thing (3.0) adapted to online delivery to premiere Oct 14; Worked with Fitz Media: 9 young performers showcased; 8 visual artists profiled; >60 young creatives via promotion of Up In Lights "Scan Me Gallery" and Moyne Virtual Gallery. - Up in Lights Gallery unveiled in Timor Walk July 2; launch via Laneway Art Thing 3.0 - FReeZA All-Ages Tour Planning: 8 people aged 14 - 21 FReeZA Planning Crew; partnership with Warrnambool Show Society; event for 400 patrons; rescheduled until March 4th 2022 due to pandemic - Music Web Mentors (FReeZA): 3 mentors and 3 mentees to support music pathways for young performers - Victoria Park Orienteering Art Trail: community art project with Merri River School and WAVE School; planning with Alpine School; Recreation Assets Working Group and DEWLP approval gained. - SWEL Emerging Leaders: 8 year 11 students; leadership, personal development and career mentoring program - Multicultural Leadership Group: 40 Warrnambool College students; limited engagement due to Term 3 remote learning. Working with partner teacher to scaffold reconnection.
1.4.10	Implement an accessibility audit of Council playgrounds.	Coordinator Assets & Development	10%		The Assets team will complete a review of Council playgrounds and provide a desk top analysis. This analysis will identify playgrounds that are due for renewal and actions required to improve accessibility to additional playgrounds in the immediate future.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Objective 5: RECREATION, ARTS, CULTURE & HERITAGE: Council will support opportunities to participate in a wide range of recreational, arts and cultural activities that promote activity, wellbeing, diversity and heritage, and grow connectedness across the community.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.5.1	Deliver the Lake Pertobe Building Better Regions program of projects along with the carpark renewal and upgrade funded through Local Roads and Community Infrastructure Program.	Manager Infrastructure Services	60%		Contract let for play-space construction, Car Park works progressing. Detailed design works to commence on toilet & change facility. Some delays experienced due to lock-down effects on the construction industry and material supply
1.5.2	Complete the Playspace Strategy for community playgrounds and spaces.	Coordinator Assets & Development	40%		Early draft strategy was prepared based on a very low renewal budget at the time, Council subsequently allocated significant additional budget to asset renewal for play spaces and in doing so solved many of the issues that had been the focus of the draft strategy. It is acknowledged that a play space strategy is still required however the priority of undertaking this work has reduced.
1.5.3	Deliver a Lighthouse Theatre program including the annual Primary Performers program, and implement strategies that encourages our community to experience, create, celebrate and participate in the performing arts with a focus on youth (13-25) and the disadvantaged community.	Service Manager Lighthouse Theatre	20%		A comprehensive half year theatre season for July to November 2021 was developed and released in June 2021. This season contained 11 productions across a wide range of genres including Bell Shakespeare and The Australian Ballet. Due to the ongoing Covid-19 lockdown, most of this program from mid-July to September has been cancelled. Planning for the 2022 Theatre Season is well underway, with a launch planned for later this year. The 2021 Primary Performers program also commenced in May, with performances planned for mid-September. Unfortunately this program was also required to cancel two weeks prior to performances due uncertain duration of lockdown. Despite this, our 50 young performers and their families and volunteer helpers had done a great effort to rehearse in the months prior. Planning for the 2022 program is underway.
1.5.4	Develop and implement audience engagement and marketing strategies, including a membership program, to increase participation in performing arts presentations and seasons at the Lighthouse Theatre.	Service Manager Lighthouse Theatre	15%		A new membership program was released for all patrons with the launch of the half year theatre season from July to November. Whilst this was unable to gain traction due to the recent lockdowns, plans are underway to relaunch this program and other fresh audience engagement measures with the new 2022 Theatre Season later in 2021.
1.5.5	Deliver Warrnambool Art Gallery exhibitions and experiences that engage community, attract and increase visitors, support	Art Gallery Director	5%		WAG presented several exhibitions including the Warmibald Portrait Prize (42 entries) and Junior Warmibald (over 400 entries) in hybrid format- both online and in person due to COVID restrictions. The exhibitions were positively received with high

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	artists and build new audience.				community engagement; local and national media coverage.
1.5.6	Deliver a library program of events and activities that supports lifelong learning and social inclusion.	Manager Recreation & Culture	25%		Comprehensive program of library events and activities was developed to be delivered from 1st July 2021. Ability to deliver has been limited by COVID restrictions, however program has been very well received by community. Programs are included for all demographics and provide opportunities that support social inclusion, literacy, life long learning and critical thinking.
1.5.7	Develop a Cultural Strategy for Warrnambool.	Manager Recreation & Culture	25%		Draft Arts and Cultural strategy has been developed in preparation for community consultation in 2nd quarter.
1.5.8	Development and implement policies and strategies to maximize use of community assets in areas of art and culture.	Manager Recreation & Culture	20%		Work to identify community spaces that can be better utilised has commenced.
1.5.9	Support community organisations to improve participation opportunities that support health and wellbeing, social, cultural and recreational outcomes through Council's community funding programs.	Manager Recreation & Culture	100%		Community Development Fund 2020/2021 round contributed to 54 sports and recreation, arts and culture, events and festivals or environmental and sustainability community groups. Totally funding distributed \$218,131. Funding supported projects that increased participation or supported club sustainability.

Objective 6: COMMUNITY LEARNING PATHWAYS: Council will support and encourage lifelong learning that helps build community resilience and preparedness for change.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.6.1	Relaunch the Warrnambool City Library under Council Management through a reinvigorated range of activities and programs.	Manager Recreation & Culture	100%		The Warrnambool Library was successfully transitioned from the Corangamite Regional Library Corporation from 1st July 2021.
1.6.2	Deliver the new Warrnambool Library.	Manager Recreation & Culture	25%		The new Warrnambool Library development is progressing well. Detailed design has been finalised and a contractor appointed. Demolition has been completed. Restoration to heritage building and construction of new build has commenced. Practical completion date will be impacted by reduced numbers allowed on site due to COVID restrictions.
1.6.3	Deliver library early years programs that support language and literacy	Manager Recreation & Culture	0%		Duplication Outcomes provided in 1.5.6

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	development and parental efficacy.				
1.6.4	Deliver library programs that develop literacy in all its forms and encourage a love of reading and life-long learning.	Manager Recreation & Culture	0%		Duplication Outcomes provided in 1.5.6
1.6.5	Advocate for opportunities to ensure staff have access to high quality professional development opportunities that support community's needs.	Manager Children & Family Services	10%		Currently working with the Department of Education around Professional development opportunities for staff.
1.6.6	Deliver Three Year Old kindergarten across services to ensure children have access to 2 years of kindergarten before school.	Service Manager Early Years Learning and Developme	50%		The schedule for 2022 3 year old kindergarten groups has been finalised and enrolment applications have been processed and allocated to 8 kinder groups across the kindergarten sites for 2022. WCC services will offer 5 hours of 3 year old kindergarten in 2022. Planning continues with staffing, change management and service infrastructure.
1.6.7	Maintain and further develop Council's partnership with Deakin University to enable research and development opportunities for community and industry.	Director City Growth	20%		Council continues to work closely with Deakin University to support the establishment of the the Deakin Hycel Technology Hub which will be a regional cluster of expertise for researching, testing, optimising and scaling technologies that use hydrogen. With the confirmed support of \$7 million Commonwealth funding and \$9 million State Government funding the Hycel Technology Hub will form a dedicated new precinct within the Deakin Warrnambool Campus to support training, education and social licence for the hydrogen jobs of the future. The Hycel Technology Hub will be designed to enable future expansion and enable cross pollination between innovation, education and fuel cell wings to facilitate R&D opportunities.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

GOAL 2: A SUSTAINABLE ENVIRONMENT: We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.

Objective 1: NATURAL ENVIRONMENT: Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.1	Develop and implement Pest Plant and Animal Management Framework for the control of environmental weeds and pests.	Coordinator Natural Environment	15%		The Fox Action Plan has been developed and implementation is ongoing within the Coastal Reserve of Warrnambool. The Fox Action Plan is a component of a boarder Pest Plant and Animal Management Framework for the control of environmental weeds and pests within the municipality. Planning for this work is underway and will be progressed throughout 2021/2022.
2.1.2	Develop and implement strategy and programs that improve biodiversity and protect and enhance flora and fauna.	Coordinator Natural Environment	25%		A range of projects, programs and strategy is underway to seek to improve biodiversity and protect and enhance flora and fauna, this includes the Wild Warrnambool Bioquest, Warrnambool Plant Selector Tool, The Middle Island Project, Warrnambool Revegetation Policy & Guidelines, Merri River Landscape Guidelines and the trial program of the Warrnambool Gardens for Wildlife.

Objective 2: WATER & COASTAL MANAGEMENT: Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.1	Implement the Domestic Waste Water Management Plan to improve health and environmental outcomes for our community.	Coordinator Environmental Health	5%		I am in the process of working with Jacqui on inspecting wastewater systems and training her up to be comfortable working independently with inspecting high-risk septic systems. Also currently working with Alexis to update and implement mapping layers on Exponare.
2.2.2	Investigate water use opportunities to improve water resource management.	Manager Infrastructure Services	10%		Oval irrigation from Bore Water has been installed across a number of Council sporting ovals. Japan St diversion project to reuse water in Albert Park is under design.
2.2.3	Implement the Warrnambool Coastal Management Plan to guide the future use, development and management of Warrnambool's coastline.	Coordinator Natural Environment	30%		The implementation of the Warrnambool Coastal Management Plan is ongoing and some key recent achievements included the preparation of the Wild Coast Landscape Master Plan and the completion of several beach access renewal or replacement within Lady Bay and Moyjil beach access.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.4	Implement the Moyjil- Point Ritchie Conservation Management Plan.	Coordinator Natural Environment	40%		Implementation of the Moyjil Point Ritchie Conservation Management Plan is overseen by the Moyjil Advisory Committee and most recently has included the renewal of the beach access at Moyjil.

Objective 3: MINIMISE ENVIRONMENTAL IMPACT & THE IMPACT OF A CHANGING CLIMATE: Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.1	Investigate new technologies to reduce waste from landfill towards zero waste to landfill.	Manager City Amenity	50%		Council have been working with Deakin who have presented to EMT and Council in October.
2.3.2	Deliver the Smart Buildings energy efficiency program to reduce greenhouse gas emissions and utilise renewable energy.	Coordinator Natural Environment	40%		Delivery of the Smart Buildings Program is underway and includes investigation and implementation of energy efficiency projects such as solar panels, LED lighting, pool blankets and smart water meters to council buildings and facilities.
2.3.3	Facilitate and support the delivery of climate change mitigation, adaptation and resilience actions to raise awareness and prepare for a changing climate.	Coordinator Natural Environment	15%		Warrnambool City Council is hosting a project to establish a Climate Alliance for the Barwon South West Region. This partnership program will provide an avenue to progress climate change mitigation, adaptation and resilience actions and programs.

Objective 4: WATER RESOURCE MANAGEMENT: Council will promote and encourage awareness of sustainable practices in our work, and the community including water resource management.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.1	Develop a drainage system litter and contaminants improvement/management plan to reduce gross pollutants into the waterways.	Coordinator Assets & Development	10%		Currently developing the specification for this work and actively looking for funding opportunities.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Objective 5: WASTE MINIMISATION: Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, reuse and recycling of materials.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.5.1	Reduce contamination of recyclable materials.	Manager City Amenity	80%		800 Tonnes of food waste was diverted from landfill in year 1 of the FOGO rollout. Glass is being separated at source using the 4 bin system.
2.5.2	Ensure financial efficiency and meeting financial targets by developing a Waste Management Asset Management Plan and Strategy.	Manager City Amenity	80%		Plan has been drafted.

Objective 6: AWARENESS & CELEBRATION: Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.6.1	Promote awareness and celebrate the outcomes of environmental work including actions that align with the Green Warrnambool plan.	Coordinator Natural Environment	25%		<p>The Community Development Fund acknowledges and celebrates the significant work undertaken by community groups and volunteers with positive outcomes for Warrnambool's environment within the sustainability and environment grant category.</p> <p>The Sustainability & Environment 2021 Calendar provided an opportunity to promote environmental and sustainability initiatives being undertaken by a range of stakeholders including community groups and organisations. Plans are underway to prepare a 2022 edition.</p>
2.6.2	Monitor and manage organisational greenhouse gas emissions and energy usage.	Coordinator Natural Environment	25%		<p>Council's greenhouse gas emission and energy usage continues to be monitored and managed in partnership with Service Providers and Facility Managers. In addition to regular monitoring and reporting, opportunities for improvement and efficiencies are identified. A status report on the implementation of the Green Plan will be presented to Council towards the end of the year.</p> <p>Warrnambool City Council is part of the Victorian Energy Collaboration (VECO), the largest emission reduction project undertaken by the local government sector of which 40% of Councils electricity needs will be provided by renewable energy.</p>

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

GOAL 3: A STRONG ECONOMY: We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.

Objective 1: BUILD ON COMPETITIVE STRENGTHS: Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.1.1	Implement Development Plans and Developer Contributions Plans to provide future resources for improved infrastructure across the municipality.	Coordinator City Development	50%		Development Plan applications and Development Plan amendments continue to be processed and determined by Council, being: - North of the Merri (Oakwood Riverside) - 15 Dales Road . - 119 Bridge Road. - 147 Wollaston Road
3.1.2	Develop programs and collateral to promote Warrnambool as an appealing investment destination.	Manager Economic Development	45%		The Economic Development and Investment Unit and Communications Team has designed "Look Around Warrnambool" infographic collateral which encompass statistics and information around Workforce & Income, Snapshot. The EcoDev Unit has also developed an Investor Visit in collaboration with Population & Planning, Tourism Spend, Household and Public Spending, Vacant Properties, Zoning Maps and Statistics Martin Ginnane & Associates, under which the CEOs, Executive Directors, Managing Directors etc. of Cushman Wakefield, Australian Retailers Association, Large Format Retailing Association, Australian Sporting Goods Association, Plane 1 Project Management & Consultancy, Colliers, ISPT, CBRE, Ainsworth Property and RPC Property Group have been invited to visit Warrnambool. This investor visit has had to be postponed on several occasions due to COVID-19 travel restrictions placed on Metropolitan Melbourne. The investor visit will proceed once restrictions are lifted and on dates convenient for the investors. Prior to this visit, the infographic collateral will be updated with the latest available statistics and information.
3.1.3	Grow engagement with local businesses across the municipality.	Manager Economic Development	30%		Engagement with local businesses continued and grew in Q1, with the commencement of the COVID-19 Business Concierge and Hospitality Support Program adding to the existing levels of engagement by the Economic Development and Business Support Unit via the EcoDev Business Support Program. The COVID-19 Business Concierge and Hospitality Support Program fosters engagement with local businesses (in particular Hospitality, Tourism, Independent Retail and Event

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Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Management Businesses through in-person visits, phone calls and emails.

Objective 2: EMERGING INDUSTRIES: Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.2.1	Facilitate and partner in initiatives to progress the implementation of the Great South Coast Economic Futures Plan, including the development of renewables in Warrnambool and the Great South Coast region.	Director City Growth	25%		Council continues to work with government and industry partners across the region to identify significant and practical paths to higher value, greater productivity and skilled job creation across the region. These include opportunities such as green hydrogen, reform in renewables generation and transmission across the region, higher-value food and value-adding with fully-secure water supply, greater targeted higher education and training support to these sectors, high-value tourism, especially in hot springs and indigenous cultural tourism; and wider region collaboration for scale in these sectors.
3.2.2	Review and implement the Warrnambool Economic Development and Investment Strategy to facilitate investment and employment growth across the Warrnambool municipality.	Manager Economic Development	10%		The Warrnambool Economic Development and Investment Strategy was 2015 - 2020. Planning for the new Warrnambool Economic Development and Investment Strategy covering ten years (2022 - 2032) has been embarked upon and grant funding (AUD96,000) has been sought from Regional Development Victoria via Investment Fast Track Fund on a 4:1 basis (AUD24,000 contribution from WCC) for consultancy. The 10-year Economic Development Strategy will comprise two 5-year Action Plans.
3.2.3	Facilitate and promote business support initiatives to grow the local economy.	Manager Economic Development	30%		The Economic Development & Business Support Unit communicated all Federal and State Grant Funding opportunities to all Warrnambool businesses registered for the EcoDev Business Support eNewsletter (approximately 1000 businesses), including Business Continuity Fund, Local Councils Outdoor Eating and Entertainment Program (LCOEEP), Business Costs Assistance Program, Licensed Hospitality Venue Fund, Commercial Tenancy Relief Scheme, Small Business COVID Hardship Fund and the Commonwealth Government COVID-19 Disaster Payment. The Unit facilitated the rollout of Round Two of the Business Initiatives Grants as continued response to the impact of COVID-19 on local businesses, under the umbrella of the "Get Around Warrnambool" Business Support Plan which has a Respond, Recover and Rebuild Strategy. The Unit continued with its One-on-One Small Business Mentoring Sessions (delivered by Small Business Mentoring Service). Promotion of the LCOEEP to

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Progressing

On Hold

Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					encourage Warrnambool residents to "Eat Outdoors. Drink Outdoors. Be Entertained Outdoors!" commenced on radio stations 3YB and 93.5 COAST FM in Q1 and will continue through to the end of Q2.
3.2.4	Plan for the development and implementation of precinct structure plans to facilitate investment in appropriate development across the municipality.	Coordinator City Strategy	45%		The East of Aberline Precinct Structure Plan is progressing under the lead of the Victorian Planning Authority. Technical reports and studies are currently underway for flooding and drainage, with detailed traffic modelling to commence in 2022. The Allansford Strategic Framework Plan has been adopted with an implementation plan currently being developed. External funding has been applied for to develop a strategic framework plan for Bushfield/Woodford.

Objective 3: VISITOR GROWTH: Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions and experiences leveraging key events.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.1	Review and implement the Warrnambool Destination Action Plan in partnership with Great Ocean Road Regional Tourism and industry.	Manager Economic Development	0%		It was intended to convene Industry Operators for consultation around the Destination Action Plan in September subsequent to the VTIC Visitor Information Services Summit, and to be co-facilitated by Visitor Economy Team (Manager, Service Managers and Coordinators) and Great Ocean Road Regional Tourism. Due to changes in COVID-19 travel restrictions, the VIS Summit was postponed to October, and then had to be postponed again until late November. Further, the consultation with Industry Operators around the Destination Action Plan must take place at a venue equipped for MICE as it is impracticable to conduct Industry Consultation with up to 200 GORRT Partners via Zoom for a full day. Capacity restrictions, Density Quotients and other COVID-Safe Settings have meant that there would have been very few opportunities to convene an Industry Consultation Day at a venue, even if the VIS Summit had already taken place. It is envisaged that WCC Visitor Economy Team and GORRT will be in a position to convene the Industry day very shortly after the conclusion of the summer season (TBC with GORRT). WCC could aim to convene the consultation in early December however it would likely be very undersubscribed by Operators who will be focusing on what is expected to be large volumes of customers, visitors and guests from Melbourne who will almost certainly travel In-Region the instant they are permitted to leave Melbourne.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.2	Increase visitation with events across the year and enhance the profile of Warrnambool as a destination.	Service Manager, Events & Promotion	10%		<p>3 new events were scheduled and planned for Q1 of 2021. These events are MudBool, Solstice Searching and Solstice Search Party. The three events were designed to fill the gap of events that take place in Warrnambool over the off peak winter months.</p> <p>MudBool was able to proceed and was a success with over 300 people attending the event on 3 July 2021 at Shipwreck Bay Caravan Park. Due to Covid19 restriction, Solstice Searching and solstice Search Party were postponed twice. They were originally planned for 18 & 19 June, then shifted to 17 & 18 September. These events have now been changed to Winter 2022. Based on registrations of over 1000 bookings, we understand that these events are going to be popular and effective in increasing visitation and enhancing the profile of Warrnambool when the opportunity comes to deliver the events safely. Solstice Searching and Get Around Warrnambool presents LoungeFest were both awarded State Winners in the Meetings and Events Awards of Government Event of the Year and Regional Event of the Year.</p>
3.3.3	Develop and share economic data and analysis to business and industry to inform the performance of the Warrnambool economy.	Manager Economic Development	30%		<p>The Economic Development and Tourism teams continue to use Spendmapp, Remplan, Australian Bureau of Statistics data etc. to monitor the City's economic performance. The Tourism data dashboard will include existing data sources such as visitation through the Visitor Information Centre, Day and Night Attendance at Flagstaff Hill, as well as National Visitor Survey (NVS), International Visitor Survey (IVS), Australian Accommodation Monitor, Tourism Satellite Accounts and STAR Reports (STR Global's dSTAR Report - Hotel Intelligence Performance). Great Ocean Road Regional Tourism/Tourism Greater Geelong & The Bellarine (TGGB) have applied for grant funding under Regional Development Victoria's Investment Fast Track Fund in order to realise the Barwon South West Visitor Economy Investment Dashboard, based on the tourism data platform, VisScope, which has been developed by NEM Australasia under an Austrade-sponsored BRII Proof of Concept grant during which consultation was undertaken with tourism stakeholders including investors, developers, Tourism Boards, Councils, policy makers and Operators. VisScope will be tailored to the requirements of the BSW region in partnership with both TGGB and GORRT. Business Engagement Measures, Changes in GRP, Number of New Business Registrations, grant funding secured, Event Participation, Social Media Community and Engagement Growth, PRIME Reports (Provisional Regional Internal Migration Estimates) and Regional Data Sets from the ABS</p>

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					(Population and People, Economy and Industry, Income, Education and Employment, Health and Disability, Land and Environment), Number of New Residential Building Approvals, Regional Population Change by LGA. The Economic Development and Investment Unit and Communications Team has designed an Infographic which encompasses GDP, Household and Public Spending, Business Investment, Population, Labour Force Participation, Economic Growth, Employment by Economic Sector etc.
3.3.4	Increase community participation in the delivery of a diverse range of events through a grants program.	Service Manager, Events & Promotion	25%		11 events have been funded through the annual Community Development Fund Program. Total amount funded for 2021/2022 round is \$42,197. This is the largest funding round granted since events and promotions was included in the Community Development Fund 3 years ago.
3.3.5	Participate in the establishment of the Great Ocean Road Coast and Parks Authority to protect and manage visitation of the Great Ocean Road Coast and Parks.	Director City Growth	20%		Established in late 2020 the Great Ocean Road Coast and Parks Authority's primary purpose is to protect and manage visitation of the Great Ocean Road Coast and Parks. Council has regularly engaged the Authority over the July - September 2021 quarter as it formalises its strategy and structure to better understand how Warrnambool's crown land reserve might align with these plans.

Objective 4: WORKFORCE CAPABILITY: Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.4.1	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.	Designated Area Migration Agreement Coordinator	100%		<p>In the 3rd year of the GSC DAMA Agreement which commenced 26/03/21 we have to this point endorsed 7 new businesses for a labour agreement across 4 LGA's (Moyne x 4 W.Boo x 2 Corangamite x 1 Colac Otway x 1) for a total of 13 workers to be employed.</p> <p>The occupations requested and the worker numbers to be employed are: *Truck Driver x 1 *Mechanic x 3 *Dairy Position x 7 *Cook x 1 *Ag & Hort Mobile Plant Operator x 1</p> <p>A Deed of Variation (DoV) is required for businesses previously endorsed and approved for a labour agreement when seeking to recruit workers in subsequent years. This year has seen 4 businesses endorsed by the GSC DAMA for a DoV across 4 LGA's (Glenelg Shire, W.Boo, Corangamite & Moyne) for a total of 16 workers to</p>

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Progressing

On Hold

Not Progressing

Not Completed

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**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					<p>be recruited and employed. The occupations requested and the worker numbers from Dov requests to be employed are: *Dairy Postions x 13 *Mechanic x 3</p> <p>Overall in year 3 we have to date endorsed the recruitment of 29 workers across 11 businesses.</p> <p>This week we had verbal advice the Minister for Immigration has a signed off on variations we had requested to our DAMA Agreement including: *Adding aged care, child care and mariculture occupations to our list *Age limit being increased from 45 to 50 years</p> <p>Since the GSC DAMA began in March 2019 we have endorsed 26 businesses for a labour agreement for a total of 164 workers. Dairy farms now account for 13 of the 26 endorsed businesses.</p> <p>Whilst COVID has impacted on the uptake of DAMA due to some sectors being forced to close or operate on reduced hours and offerings, and international borders being closed, the importance of the program will be significant as our economy and borders re-open. Several sectors have seen staff who were left without employment move to more secure options and they will not return. DAMA will play an increasingly important role in assisting those businesses across the region where the local workforce numbers cannot meet the demand.</p>
3.4.2	Partner on projects and initiatives with Deakin University Warrnambool and South West TAFE that help provide a skilled workforce that meets local industry needs.	Manager Economic Development	60%		<p>The Connecting With Asia Program in collaboration with Deakin University Warrnambool (and four other LGAs) was completed in Q1. Prior to COVID-19, countries in Asia accounted for seven of Australia's top ten source markets for inbound tourism markets, and Inbound Tourism generated AUD45 billion. This industry directly employed 5% of Australia's total workforce. The program was designed to equip tourism operators for the future of post-COVID travel, by developing the Asia capabilities, deep market insights and understanding of the visitor experience in order to inspire and influence tourists from China, India and Southeast Asia. In Regional Australia the contribution of Tourism to the local economy is far greater than in the cities on a per capita of population basis, and Tourism provides twice the proportion of jobs compared with the Capital Cities. Connecting With Asia was designed to assist Tourism Operators from Surf Coast Shire to the South Australian Border build capability, skills and jobs in order not only to service the growing domestic Asian-Australian and Asian diaspora communities, but also the Eastern Hemisphere</p>

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

22



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					inbound markets which will return to holiday in Australia in the future.
3.4.3	Deliver education and advisory services to business and industry to raise awareness of building, planning and heritage requirements.	Coordinator City Development	75%		Council's Heritage Advisory Service is being maintained adhering to COVID-19 restrictions in both Victoria and South Australia. The service has been used frequently with a number of permit applications being triggered by the heritage overlay. The service has also been important in providing a response on behalf of Council on State Heritage applications for buildings/ places such as the new Library and upgrades to the Warrnambool - Melbourne railway line.

Objective 5: DIGITAL CAPABILITY: Council will facilitate greater digital capability.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.5.1	Participate in the implementation of the Great South Coast Digital Plan to address connectivity issues for industry and households.	Director City Growth	25%		The Great South Coast Digital Plan identifies gaps in the region's current digital infrastructure and makes recommendations on how these gaps can be addressed. As part of this regional implementation, Warrnambool is developing its own digital strategy and action plan with funding support from Regional Development Victoria. A project plan is at an advanced stage with a consultancy procurement to be completed by the end of the year.
3.5.2	Identify and promote investment in digital projects across the Warrnambool municipality to address priority digital infrastructure supply shortfalls, including mobile coverage, and access to business-grade broadband.	Manager Economic Development	20%		The Economic Development Unit represents WCC on the Great South Coast Regional Digital Plan. This project for the GSC region seeks to build on the experience and expertise developed by Southern Grampians Shire in developing a digital ecosystem and Smart Communities framework for the region. The project aims to developing a digital strategy and action plan for the local government areas of Warrnambool, Corangamite and Moyne. This will provide a strategic approach for the future sequencing of each LGA's digital actions. In developing a digital plan for Warrnambool, Corangamite and Moyne it has been noted that a number of aspirations will be met including: Community aspirations: to actively engage, being safe, being connected. Business aspirations: to access to open data to drive innovation and resilience, have capacity to be competitive in the digital economy and to identify Council support to access quality infrastructure.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

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Warrnambool City Council Activities & Initiatives

**Q1,
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GOAL 4: A CONNECTED & INCLUSIVE PLACE: We will provide quality places that all people value and want to live, work, play and learn in.

Objective 1: EFFECTIVE PLANNING: Council will ensure its planning acknowledges the unique character and attributes of local places, and that it supports social connection, equitable access, appropriate housing and sustainable population growth.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.1	Deliver the building renewal program.	Coordinator Building Strategy & Services	20%		Building renewal program has commenced and is being reported on in detail via the capital works reporting process.
4.1.2	Develop and adopt a Tree Asset Management Plan including significant and heritage trees.	Manager Infrastructure Services	85%		Tree Asset Management Plan adopted by Council at October meeting.
4.1.3	Complete service level reviews for parks, gardens, roads and drainage services.	Coordinator Municipal Depot Operations	5%		This is completed annually when business plans are reviewed prior to the budget process. On track for Jan/Feb review.
4.1.4	Review the CBD Parking Strategy including the expansion of off-street parking areas.	Manager City Amenity	60%		Land in Kepler Street has been purchased for use as a car park primarily for the new library. The CBD parking strategy has been drafted and will be reviewed this year.
4.1.5	Finalise the Social Housing Planning Project Report to support delivery of social and affordable housing.	Coordinator City Strategy	90%		Implementation plan has been finalised. Actions underway include divestment of Council's Community Housing program to a registered housing agency, and working the Homes Victoria on opportunities for development under the Big Housing Build.
4.1.6	Deliver the redevelopment of Reid Oval.	Manager Recreation & Culture	85%		Reid Oval redevelopment is nearing completion and is on budget. Some delays due to restricted number of contractors allowed on site to meet Covid restrictions.
4.1.7	Commence planning of neighbourhood community infrastructure assets.	Manager Community Policy & Planning	0%		This will commence in the 2nd quarter.

Completed

Progressing

On Hold

Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

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Objective 2: CONNECTED COMMUNITY: Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.2.1	Advocate for essential safety and road improvements on the Princes Highway West.	Director City Infrastructure	75%		Funding has been allocated from the federal and state government. Design work commenced for section between Warrnambool and Port Fairy, with a possible commencement date of late 2022. Some minor funded improvement works have commenced on sections east of Warrnambool.
4.2.2	Advocate for improved passenger and freight rail services between the South West region and Melbourne.	Director City Growth	20%		Work on the first stage of the \$114 million Warrnambool Line upgrade is continuing, with signalling upgrades between Warrnambool and Warrnambool on track to be completed in coming months. More than 24 kilometres of signalling cable has already been installed, along with eight kilometres of access tracks along the line. The project will upgrade more than 50 public level crossings on the Warrnambool line with improved train technology to detect when VLocity trains are approaching and add boom gates to 17 of these crossings to boost safety for motorists and train passengers. Once complete, there will be no unprotected public level crossings on the line. The new crossing loop at Boorcan and a fifth weekday return service between Warrnambool and Melbourne will come into operation following the completion of signalling and commissioning works along the line. The stabling facility at Warrnambool Station will also be upgraded to house the longer VLocity trains, allowing them to start and finish their journey at Warrnambool. Major construction on the second stage of the Warrnambool Line Upgrade will commence by the end of the year, with the project targeted for completion in late 2023.
4.2.3	Plan for growth and changes in traffic movements by identifying current and future traffic volumes and use this to review the Municipal Road Management Plan and Road Hierarchy.	Strategic Asset Management Engineer	0%		Not yet started.
4.2.4	Facilitate the implementation of Cycling Reference Group actions adopted by Council.	Strategic Asset Management Engineer	25%		CRG minutes are presented to Council following each minutes with any actions identified. These have been deferred due to COVID restrictions
4.2.5	Review City Centre traffic flows with implementation of new pedestrian crossings.	Coordinator Infrastructure Management	50%		Road safety audits and community feedback survey complete. Commencing traffic study and SIDRA analysis shortly when traffic flows increase from Covid restrictions

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Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.2.7	Seek funding for and deliver road safety projects.	Coordinator Infrastructure Management	25%		Currently working on Blackspot and TAC funding applications.

Objective 3: STRONGER NEIGHBOURHOODS: Council will fostering neighbourhood connection and capacity building including the development of inclusive recreational and cultural opportunities.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.1	Implement the key initiatives of the Open Space Strategy, including our review of the strategy.	Coordinator City Strategy	75%		<p>The Warrnambool Open Space Strategy is seven years into its implementation and is progressing on schedule. A detailed progress report was presented to Council on 7 June to highlight achievements to date. Some of the recommendations more recently completed include:</p> <ul style="list-style-type: none"> - a Wayfinding Sign Design Package for the Foreshore, City Centre, and Russell's Creek (with several signs now installed), - investigation of open space opportunities through the Allansford Strategic Framework Plan, - acquisition of new open space adjoining the Merri and Hopkins Rivers, - completion of all recommendations from the Jubilee Park Master Plan at Woodford, - completion of the South of Merri Open Space Precinct Plan. An implementation plan is currently underway for the South of Merri Precinct, with successful external funding recently received to implement works within the Woodend Road reserve and Platypus Park precincts. <p>100% of City-wide recommendations have commenced or are complete, and 78% of precinct-based recommendations are complete or underway.</p>

Objective 4: SUSTAINABLE PRACTICES: Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.4.1	Identify and regularly monitor condition of Council's built assets to ensure effective management.	Coordinator Assets & Development	15%		Condition assessment program is in place and projects to be undertaken in this financial year are commencing.

Completed

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Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

GOAL 5: AN EFFECTIVE COUNCIL: We will be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.

Objective 1: LEADERSHIP & GOVERNANCE: Council will be a high-functioning team committed to respectful relationships, collaboration, and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.1.1	Ensure key priorities of the community are appropriately reflected in the development and review of the Council Plan with the appropriate prioritisation of resources to key strategic themes.	General Counsel, Strategy & Procurement	70%		The 4 year Council Plan was developed with extensive community engagement to ensure key priorities of the community are captured. The Council Plan will again be refined in Q3 and Q4 of this financial year to ensure it continues to be appropriately prioritised and reflecting needs of the community and Councillors.
5.1.2	Identify and report on changes to Council operations, policies and procedures in line with the Local Government Act.	Governance, Property, Projects & Legal	80%		The majority of mandatory requirements of the implementation of the Local Government Act 2020 have been completed. The Complaints Policy remains to be taken to Council prior to the 31 December 2021 deadline and it is on track to do so.
5.1.3	Improve Council's systems and policies through review of Governance Framework.	Governance, Property, Projects & Legal	0%		Not yet commenced.
5.1.4	Improve asset management practices.	Coordinator Assets & Development	25%		Significant progress has been made towards implementation of the Asset Management Strategy, Asset Management Plans have been adopted for Roads, Drainage, Footpaths, Bridges, Trees and Buildings. Major update report will be provided to Council early in the new year with State of the Assets Report and Asset Management Strategy Implementation Update.
5.1.5	Improve the Warrnambool Planning Scheme which controls land use and development within the municipality.	Coordinator City Strategy	45%		Recent improvements to the Warrnambool Planning Scheme include approval of a new planning policy framework including a new Municipal Planning Strategy for the municipality; and adoption of a local planning policy for advertising signs. New flood controls for the Russells Creek and parts of the Merri River catchments in north Warrnambool are currently on exhibition to reflect updated and improved flood modelling for these areas.
5.1.6	Work with neighbouring Councils to develop sub-regional and regional plans	Chief Executive	100%		Developed the Great South Coast Advocacy Plan which has been supplied to various Ministers; meetings have also been held with various

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Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	and advocacy strategies to benefit the region and deliver on the community's aspirations.				Ministers regarding the advocacy plan. Ongoing advocacy to take place.
5.1.7	Align the implementation of the Warrnambool 2040 Plan with the Financial Sustainability Plan.	Director Corporate Strategies	100%		The Long Term Financial Plan is aligned to Warrnambool 2040. The priorities relevant to Council are picked up in the Long Term Financial Plan and Council continues to balance competing demands from many sources. Council continues to review and change its priorities with consultation with its community and updates and modifies its financial plans accordingly.
5.1.8	Ensure achievement and maintenance of organisation-wide Child Safe Standards compliance and currency of Working With Children Checks.	Manager Organisation Development	20%		The Child Safe Committee has reformed and are developing processes to ensure compliance.
5.1.9	Develop and rollout the Regional and Rural Liveability Strategy in partnership with State Government and South West Primary Care Partnership.	Manager City Strategy & Development	0%		Ongoing partnership with the South West Primary Care Partnership and State Government will be undertaken upon endorsement of the Health and Wellbeing Plan - Healthy Warrnambool 2021-25.

Objective 2: ENGAGED & INFORMED COMMUNITY: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.1	Improve accessibility, transparency and accountability of Council decision-making.	Governance, Property, Projects & Legal	20%		The Council Meeting Officer Report template has been amended to include the Department/Directorate responsible for the report, assigning accountability and providing transparency on which area of the organisation the report is coming from.
5.2.2	Monitor and report on the reach and effectiveness of Council's communications measures.	Manager Communications	25%		Reports going to Council that have a community engagement component have included summaries of engagement outcomes. The Your Say Warrnambool website continues to be used extensively across the organisation as a popular online engagement tool. Consideration is being given the most effective means of reaching the community in light of the Community Satisfaction Survey that indicates a preference from the community for receiving a newsletter either in the mail or via email rather than as a newspaper insert.

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Progressing

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Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.3	Produce the annual State of the Assets Report that identifies the asset renewal funding performance to inform renewal expenditure.	Coordinator Assets & Development	25%		Planned for Council review before the end of February 2022.
5.2.4	Review adopted Asset Management Plans for major asset classes to inform operational activities.	Coordinator Assets & Development	75%		Asset Management Plans have been adopted for all major asset classes, remaining minor asset classes are on track for completion prior to the end of financial year.
5.2.5	Review strategies and plans to comply with Council's Asset Management Policy.	Coordinator Assets & Development	25%		Review process is underway, first phase is process development followed by prioritising which council strategies will benefit most from review. It is likely that four major council strategies will be assessed for compatibility with Council's Asset Management Policy in this period.
5.2.6	Provide communications support to promote Council services, facilities, programs and events.	Manager Communications	25%		Recent support for Council operations has preparing information and/or collateral for the vaccination economy trial, the library's poetry slam, kindergartens, free parking, AquaZone swim school, the new immunisation centre and Carers Week.

Objective 3: CUSTOMER-FOCUSED SERVICES: Council will continue and develop a program of Council services that are delivered to the community's satisfaction.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.3.1	Review and update Council's complaint handling policy and processes in line the Local Government Act changes and Ombudsman's guidelines.	Governance, Property, Projects & Legal	40%		The policy is under development and is pending review by EMT. It is proposed that the policy will be issued to Council at the December Council Meeting.
5.3.2	Improve outcomes in the delivery of Council's customer services.	Customer Service Team Leader	15%		Currently we are investigating an new Live Chat software program that will enhance our customer service delivery. We are also encouraging more detailed responses in the customer request system.
5.3.3	Deliver library customer programs in partnership with community organisations, non-government organisations and business.	Manager Recreation & Culture	25%		Warrnambool Library has partnered with 25 community partners to deliver the first quarter program of community events. Council officers have spoken with numerous more community groups, clubs, NGOs, businesses and individuals in planning for future programs and to raise awareness of the library services and role as community hub. partners this quarter include: Deakin University, Warrnambool Historical Society, Coastcare Landcare, Victorian Skills and Job

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Centre, Southwest Health, Warrnambool and District Bee Keeping group, Warrnambool Community Garden, One Day Studios and F-Project
5.3.4	Develop and influence strategic integrated planning process and decisions to ensure Council strategy is appropriately prioritised and executed.	General Counsel, Strategy & Procurement	70%		<p>Following the development and implementation of the Council Plan each Service Unit was directed to complete a Business Plan which demonstrated how it facilitated delivery of the Council Plan for the following 12 months. Business Plans have been completed by each Service Unit and reviewed. The next step in the development process is to flow the obligations in the Business Plans to team and individual key performance indicators to demonstrate how individuals can impact the strategic direction of Council. This element is happening organically during this financial year and a more targeted approach will occur in the following year.</p> <p>General Counsel and Procurement continues to be engaged by Council officers to provide input on key strategic and operational decisions.</p>

Objective 4: HIGH-PERFORMANCE CULTURE: Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Council's services and programs.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.1	Prepare and develop appropriate service and organisational review processes to maximise operational efficiency.	Director Corporate Strategies	25%		<p>The foundation work of this project is under way with the development of the work force plan which defines the forward resource needs of the organisation.</p> <p>A review of organisational priorities has been undertaken and we are assessing any resourcing impacts on the organisation. This work continues to be reviewed where we have need and opportunity to influence Councils long term financial sustainability.</p>
5.4.2	Support an organisational approach to strategic procurement to ensure effective operational decision making that improves organisational performance.	General Counsel, Strategy & Procurement	25%		Procurement Policy adopted. New contracts over \$50,000 captured in the contract management system for regular monitoring. Process training to begin in the next 6 months to support compliance.
5.4.3	Review and improve human resource operational processes to ensure best practice.	Manager Organisation Development	50%		An internal audit on the Human Resource function has been completed by Crowe. Findings and recommendation's from the audit will be enacted to ensure continued best practice.

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Progressing

On Hold

Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.4	Enhance organisational awareness of Victoria's Child Safe Standards.	Manager Organisation Development	20%		A review and update of Council's Childsafe policy is underway. Awareness session for staff to follow upon adoption of policy.
5.4.5	Continue to evolve the staff training and development programs in order to drive enhanced employee engagement and culture.	Manager Organisation Development	50%		Staff training and development continues to evolve with the expansion of the training needs analysis to include development training in conjunction with mandated OHS required training.
5.4.6	Implement workplace actions to meet the requirements of the Gender Equality Act 2020 resulting in improved gender equity outcomes.	Manager Organisation Development	50%		A Gender Equity Action Committee has been formed and a consultancy engaged in order to meet the requirement of the Act to develop a Gender equity Action Plan.
5.4.7	Support the resourcing of Development Engineering assessments and approvals.	Manager Infrastructure Services	85%		New development engineer appointed.
5.4.8	Develop a Workforce Management Plan which will include an approach to attracting and enhancing workforce to the area/region and ensure effective resource planning.	Manager Organisation Development	50%		The development of the WorkForce plan is well underway. Significant consultation has occurred and the capture of significant metrics to facilitate the consultative requirement of the Plans development is underway. The development of the workforce plan will lead to the the informing the strategic human resource needs of the organisation.
5.4.9	Improve systems and structures that facilitate the recruitment and retention of volunteers.	Manager, Capacity, Access & Inclusion	25%		<p>Volunteer Connect have conducted an extensive program review prompted by changes to funding from the Federal Government. A contextual review on external volunteer issues and internal process has been conducted. Surveying with both internal and external stakeholders has also occurred. Council's current Volunteer procedures and policies have been benchmarked against the National Standards of Volunteer Involvement. This information is being compiled and is the building blocks to the development of a WCC Volunteer Strategy.</p> <p>A Volunteer Strategy will provide a framework to build a solid and sustainable volunteering culture at WCC. The Volunteer Strategy will provide the vision for the future of volunteering at Council, clarify why and how we engage with volunteers, and the role we play in supporting volunteering in our community.</p>

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On Hold

Not Progressing

Not Completed

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Warrnambool City Council Activities & Initiatives

**Q1,
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Objective 5: ORGANISATIONAL & FINANCIAL SUSTAINABILITY: Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.5.1	Review and embed the legal and procurement processes to ensure compliance and risk mitigation and that Council is operationally effective.	General Counsel, Strategy & Procurement	80%		The Procurement Policy has been thoroughly reviewed and adopted by Council on 4 October 2021. The Procurement Manual has also been reviewed and updated. This updated framework will now serve as a base for Council wide training and process improvement over the next 6 months. The Legal Policy is being prepared for Q2.
5.5.2	Review Council's property management processes, including for Crown land that Council is the Committee of Management for, with consideration of rental agreements, property and current market valuations and disposal of surplus land.	Governance, Property, Projects & Legal	15%		A Sale and Acquisition of Land Policy has been developed and approved by Council. A business improvement project, including undertaking business analysis and process mapping of property management processes is underway. Committee of Management processes, including land manager consent applications and approvals, are also undergoing process improvement with a online form in testing phase and a formalised assessment process developed and being trialled.
5.5.3	Allocate financial resources in accordance with strategic plans.	Manager Financial Services	20%		Planning meetings established to map out the framework for the 2021/22 Budget process including the community engagement elements.
5.5.4	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	Manager Financial Services	20%		The Long Term Financial Plan will be updated in line with 2021/22 Budget process to help inform strategic decisions.
5.5.5	Enhance business processes including IT systems integration.	Manager Financial Services	25%		A number of initiatives are in various stages of progress including the detailed testing of the rostering system prior to implementation in the live environment. The Accounts Payable automation project is commencing and should be operational by December 2021. Integrated forms and Business Process Automation (BPA) is continuing with latest form implemented being the externally facing ratepayer hardship form.
5.5.6	Improve digital capacity for Council staff.	Manager Information Services	25%		The Shared Service with Moyne & Corangamite is progressing. Currently procuring expertise to manage and guide the Enterprise Resource Planning procurement process. In parallel WCC, Moyne and Corangamite have commenced development of a shared ICT Strategy for the next 5 years with the objective of progressively aligning ICT services in the three organisations over those 5 years (in addition to ERP). WCC subscribes to the TechnologyOne AMS program (pre-purchased support hours) which is

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

32



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					used in part to improve staff knowledge and use of the TechnologyOne suite of applications (our ERP system). Budget allocation is made for staff training. One IT staff member is currently undertaking tertiary study in Cyber Security. Internal training is conducted on an as needs basis.
5.5.7	Monitor asset condition to ensure they meet users' needs and remain fit for purpose.	Coordinator Assets & Development	25%		Currently delivering the asset condition assessment program, fit for purpose assessment is undertaken through the Asset Management Plans.
5.5.8	Implement COVID-19 recovery plans for Council business units.	Manager Recreation & Culture	100%		All of Council business units have current COVID plans that align with government public health orders. Plans are updated regularly to adapt to changing restrictions.
5.5.9	Recommence rollout of Shared Services Project with surrounding councils.	Director Corporate Strategies	100%		The Shared Services Program has recommenced with Warrnambool, Moynes and Corangamite.

Objective 6: RISK MITIGATION: Council will mitigate and manage organisational risks through sound management systems and processes.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.6.1	Review the IT Strategy and system resilience in relation to data security, confidentiality and critical incidents.	Manager Information Services	10%		Development of a Shared ICT Strategy with Moynes and Corangamite has commenced. These issues will be addressed in this strategy. Funding for a project to create greater alignment with our adherence to Data Security protection act is also in train.
5.6.2	Assist development of Victorian Protective Data Security Plan and lodging of attestation to Office of the Victorian Information Commissioner.	Manager Information Services	5%		Funding has been approved to engage resources to guide and assist with the VPDSF plan. Potential suppliers have been identified. Next steps are to develop a specification and conduct the procurement.
5.6.3	Ensure effective Business Continuity Planning (BCP) is in place.	Manager Organisation Development	90%		Councils overarching BCP has been reviewed and updated. Work has commenced on updating the sub-plans. the last 18 months and the foreseeable future have created an environment where the Business continuity plans of the organisation are put into constant practice and review with the Corona Virus Pandemic. The operation of a covid normal environment will pose new challenges.
5.6.4	Enhance Councils risk management processes to ensure key strategic and	Manager Organisation Development	35%		A full review of Councils operational risks has been concluded. A review of Strategic risks is to take place in November 2021.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

33



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	operational decision making considers risk factors.				
5.6.5	Continue the development and implementation of Councils Health and Safety Management System with a focus on injury prevention, improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	Health & Safety Project Officer	50%		Councils Health and Safety Management System continues to be reviewed, refined and implemented. All Health and Safety Management System documents are now in controlled documents and available to all staff via the intranet page.
5.6.6	Partner with State Government to activate and maintain Public Health Pandemic and Emergency Management Operations for staff and community wellbeing.	Director City Infrastructure	50%		Undertaking actions in accordance with direction from State Government (Chief Health Officers directions). Installed QR codes at playgrounds, skate park and public facilities. Monitoring numbers of staff in offices to ensure suitable distancing. Providing assistance with emergency relief food supplies to residents isolating.

Objective 7: EFFECTIVE ADVOCACY: Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.7.1	Provide materials to support advocacy efforts and report on advocacy outcomes.	Manager Communications	25%		A draft Advocacy Plan is being prepared following workshops with Councillors which identified priority projects and advocacy items.
5.7.2	Advocate for access to safe and secure housing that is appropriate and affordable for a diversity of needs.	Manager City Strategy & Development	30%		Advocacy for diversity of housing leading to affordability is being undertaken through representation at the regionally based key worker housing strategy project. Advocacy and active engagement is also being undertaken at a regional level through the Big Housing Build agency.

Objective 8: REGIONAL ROLE & RELATIONSHIPS: Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.8.1	Participate in shared services project - for a shared information technology enterprise system and associated processes - with	Director Corporate Strategies	20%		The project has recommenced in earnest with the project appointing a probity advisor and the start up of a project manager for the next phase. The project has gone for expression of interest in for commercial advisors as the next stage of going to

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

34



Warrnambool City Council Activities & Initiatives

**Q1,
2021/2022**

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Moyne and Corangamite shires.				market for the establishment of a joint enterprise system with Moyne and Corangamite. Finalisation of governance structures for the project are concluding and further liaison with the state government around including elements of Service Victoria's business enablement project have commenced. Concurrently the three organisations have commenced on a shared refresh of their respective Information technology strategies as a joint project gaining greater strategic alignment and gaining economies of scale on the procurement of this piece of strategy work.
5.8.2	Pursue funding for animal shelter redevelopment in collaboration with surrounding municipalities to facilitate a regional facility if appropriate.	Manager City Amenity	80%		Council is working with Glenelg Shire and the RSPCA on options for a shared facility in Warrnambool. Also in discussions on capital improvements to the site and level of contribution potentially provided.
5.8.3	Participate in advocacy efforts as part of Regional Cities Victoria, Regional Capitals Australia and Great South Coast Group of Councils.	Chief Executive	50%		Regional Cities Victoria - Advocacy Plan being finalised and will be provided to various Ministers to be followed up with ongoing discussions. Developed the Great South Coast Advocacy Plan which has been supplied to various Ministers; meetings have also been held with various Ministers regarding the plan.

Completed

Progressing

On Hold

Not Progressing

Not Completed

Withdrawn

35

7.4. SEPTEMBER FINANCIAL REPORT

DIRECTORATE : Corporate Strategies

PURPOSE:

This report updates Council on the financial performance for the 3 months ended 30 September 2021.

EXECUTIVE SUMMARY

- This Finance Report compares actual financial results to budget for the 3 months from 1 July 2021 to 30 September 2021 - refer **Attachment 1**.
- The report sets out financial results for Councils recurrent (day to day operations) Projects, Capital Works, Rates and Loan activities.
- Year to date forecasts are profiled to reflect the timing of cash inflows and outflows.
- Overall the monthly actual results indicate a favourable financial position of \$0.141m when compared to the YTD Budget.

MOVED: CR BEN BLAIN

SECONDED: CR DEBBIE ARNOTT

That the Financial Performance report for the 3 months ended 30 September 2021 be received.

CARRIED - 7:0

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 An effective Council

5.5 Organisational and financial sustainability: Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

ATTACHMENTS

1. September 2021 Monthly Finance Report [7.4.1 - 10 pages]



Financial Report September 2021

Monthly Financial Report

September 2021

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4. Capital Expenditure and Funding 6

5. Treasury Report 7

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Monthly Financial Report

September 2021

I. Executive Summary

The monthly report is designed to illustrate the financial performance and position of Warrnambool City Council compared to its adopted and seasonalised budget for the period ending 30 June 2022.

The 3 months actual results indicate a favourable financial position of \$0.141m to the budget.

Key Financial Results	Adopted Budget	Revised Budget	YTD Budget	YTD Committed	YTD Variance	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Rates	42,826	42,826	42,826	42,854	27	▲
Recurrent Income	42,360	40,624	8,589	7,979	(610)	▼
Recurrent Expenditure	(71,080)	(72,090)	(20,855)	(20,178)	677	▲
Net Recurrent Surplus/(Deficit)	(28,720)	(31,466)	(12,266)	(12,199)	67	▲
Project Income	1,153	1,551	451	428	(23)	▼
Project Expenditure	(1,653)	(5,691)	(689)	(672)	17	▲
Net Project Surplus/(Deficit)	(500)	(4,140)	(239)	(245)	(6)	▼
Capital Income	5,641	10,572	946	658	(288)	▼
Capital Expenditure	(19,489)	(35,169)	(9,003)	(8,753)	249	▲
Net Capital Surplus/(Deficit)	(13,848)	(24,598)	(8,057)	(8,095)	(39)	▼
Loan Drawdowns	2,250	6,500	0	0	0	■
Loan Repayments	(1,932)	(1,932)	(483)	(391)	92	▲
Net Financing Position	319	4,569	(483)	(391)	92	▲
Surplus / (Deficit) Brought Forward	0	12,899	12,899	12,899	0	■
Total	76	90	34,681	34,822	141	▲

Recurrent: is \$0.067m favourable to budget due to the following main reasons:

- Grants Commission funding has increased higher than expected with tourism factors and population growth driving the relative increase against other Local Governments. The quarterly payment was \$68k higher than budget.
- Flagstaff Hill being favourable by \$138k due to Covid-19 restrictions impacting casual labour that would normally be required. The restrictions have occurred during a non-peak tourist time which has lessened the revenue impact.
- Parking has been impacted by recent COVID19 restrictions with parking fees down \$72k against the budget and parking fines \$66k lower than budget.
- Centre based childcare is below expectations due to the undersubscription of places with the current restrictions and the impact of the State Governments decision to waive gap fees.

Projects: No major variances, however there has been a significant amount of government projects carried forward to be completed in 2021/22.

Capital Works: No major variances, however there has been a significant amount of government projects carried forward to be completed in 2021/22.

Monthly Financial Report

September 2021

2. Statement of Comprehensive Income

	Adopted Budget \$'000	Revised Budget \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance		
					\$'000	%	
Revenue							
Rates and Charges	42,906	42,906	42,849	42,880	31	0.1%	▲
Statutory Fees and Fines	2,117	2,117	292	312	21	7.0%	▲
User Fees	17,636	17,684	3,573	2,989	(583)	(16.3%)	▼
Recurrent Grants	12,626	10,848	2,526	2,587	61	2.4%	▲
Non-Recurrent Grants	5,313	7,201	519	249	(270)	(52.0%)	▼
Contributions - Cash	563	3,390	430	439	9	2.1%	▲
Contributions - Non Cash	4,000	4,000	0	0	0	0.0%	▼
Other Income	299	685	130	104	(26)	(20.2%)	▼
Interest Income	119	119	30	17	(13)	(43.5%)	▼
Revenue Total	85,579	88,950	50,349	49,578	(770)	(1.5%)	▼
Expenses							
Employee Benefits	37,991	38,419	9,014	8,403	610	6.8%	▲
Materials and Services	23,398	27,997	9,867	9,888	(21)	(0.2%)	▼
Bad and Doubtful Debts	131	131	5	0	5	99.2%	▲
Finance Costs	302	302	76	65	11	14.1%	▲
Other Expenses	841	860	200	188	12	5.9%	▲
Depreciation	12,871	12,871	0	0	0	0.0%	■
Net loss / (gain) on asset disposal	1,345	1,124	(55)	(28)	(26)	(48.1%)	▼
Expenses Total	76,878	81,705	19,107	18,516	591	3.1%	▲
Net Surplus / (Deficit)	8,700	7,245	31,242	31,063	(179)	(0.6%)	▼
Other Comprehensive Income							
Net asset revaluation	10,000	10,000	0	0	0	0.0%	■
Total Comprehensive Income	18,700	17,245	31,242	31,063	(179)	(0.6%)	▼
Net Underlying Surplus / (Deficit)							
	4,700	3,245	31,242	31,063	(179)	(0.6%)	▼

Net Surplus: The net surplus is \$31.063m which is \$0.179m unfavourable to our budget.

Revenue: is \$0.770m unfavourable to budget.

- User fees are lower than anticipated due to the COVID19 restrictions impacting parking fees, Flagstaff Hill admissions, Aquazone and the Lighthouse Theatre.
- Non-recurrent grants are dependent on the timing of major projects and acquittals to State and Federal Government departments.

Expenses: are \$0.591m favourable to forecast due to:

- Employee benefits being lower than anticipated with several vacancies being held across a number of areas to help offset the income shortfalls. There have also been stand downs and reduced casual hours at facilities that have been impacted by the COVID19 restrictions.

Monthly Financial Report

September 2021

3. Balance Sheet

	2020/21 Opening Balance \$'000	Movement \$'000	YTD Closing Balance \$'000
Current Assets			
Cash & Cash Equivalents	10,317	4,207	14,521
Investments	20,000	(4,000)	16,000
Trade and Other Receivables	2,764	29,209	31,973
Other Assets	1,523	(550)	972
Current Assets Total	34,604	28,866	63,467
Non-Current Assets			
Trade and Other Receivables	5	0	5
Investments in associates	0	0	0
Property Plant & Equipments	641,715	1,981	643,696
Non-Current Assets Total	641,720	1,981	643,702
Total Assets	676,324	30,847	707,168
Current Liabilities			
Trade and Other Payables	11,385	(3,365)	8,019
Trust Funds and Deposits	1,694	(79)	1,615
Provisions	6,844	0	6,844
Interest-bearing Loans and Borrowings	1,586	(391)	1,195
Lease Liabilities	261	0	261
Current Liabilities Total	21,769	(3,835)	17,934
Non-Current Liabilities			
Provisions	1,092	0	1,092
Interest-bearing Loans and Borrowings	6,587	0	6,587
Lease Liabilities	1,183	0	1,183
Non-Current Liabilities Total	8,862	0	8,862
Total Liabilities	30,631	(3,835)	26,796
Net Assets	645,693	34,682	680,372
Equity			
Accumulated Surplus	248,979	34,679	283,658
Reserves	396,714	0	396,714
Total Equity	645,693	34,679	680,372

Cash & Investments: The cash and investment levels are consistent with those at 30th June 2021 following the first rate instalment which was due at the end of September.

Monthly Financial Report

September 2021

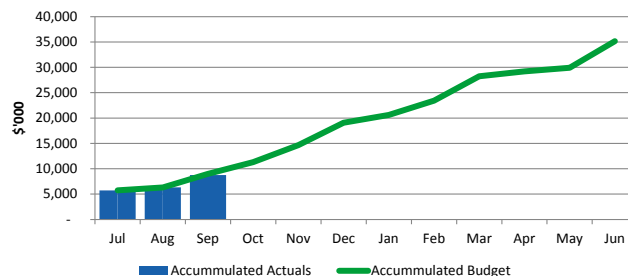
4. Capital Expenditure and Funding

Capital Expenditure: Council has a number of major capital works underway (Reid Oval, Lake Pertobe and Library/Learning Hub) or in the planning stage (Stanley St Bridge, McGennans toilet upgrade and drainage works). Currently Councils committed amount is slightly below budget with the actual expenditure to date being is \$2.620m.

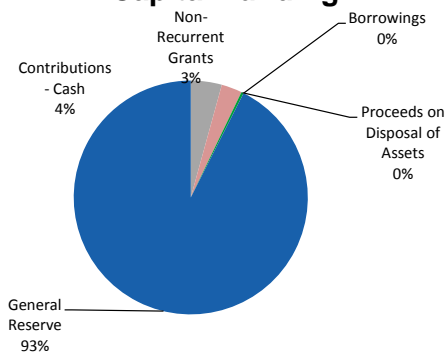
Capital Funding: The majority of the works to date have been funded through Council funds (93%), there are significant grants that are anticipated to be received during the year.

	Adopted Budget \$'000	Revised Budget \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
Expenditure						
New	1,252	3,614	925	866	59	▲
Renewal	16,074	23,208	5,941	6,248	(307)	▼
Upgrade	2,096	8,087	2,070	1,588	482	▲
Expansion	67	260	66	51	15	▲
Capital Expenditure	19,489	35,169	9,003	8,753	249	▲
Funding						
Contributions - Cash	0	2,822	372	375	3	▲
Non-Recurrent Grants	5,313	7,201	519	249	(270)	▼
Proceeds on Disposal of Assets	328	549	55	28	(26)	▼
Borrowings	5,950	1,500	0	0	0	■
General Reserve	7,898	23,098	8,057	8,101	(44)	▼
Capital Funding	19,489	35,169	9,003	8,753	249	▲

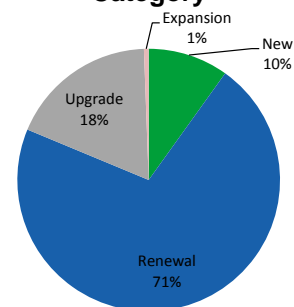
Capital Expenditure Actuals vs Revised Budget



YTD Capital Funding



YTD Capital Expenditure by Category



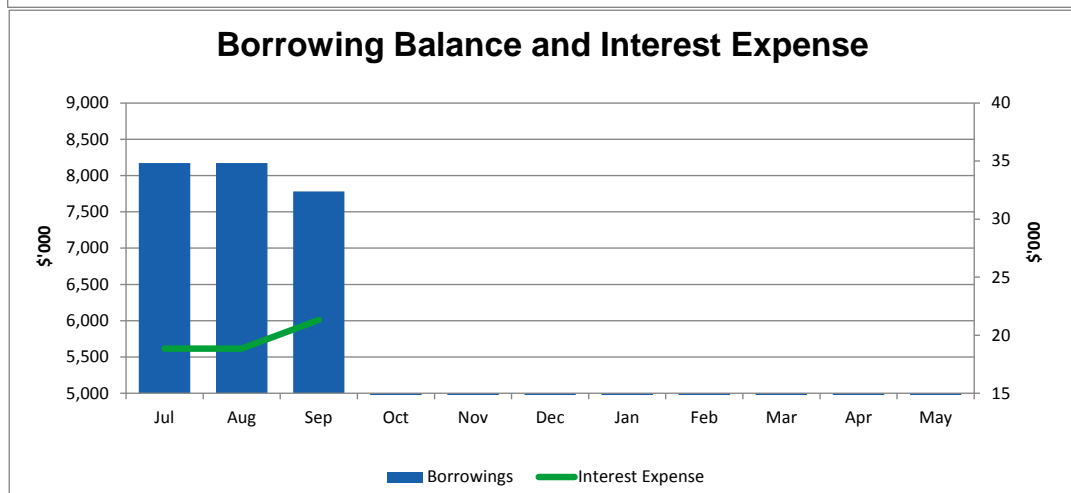
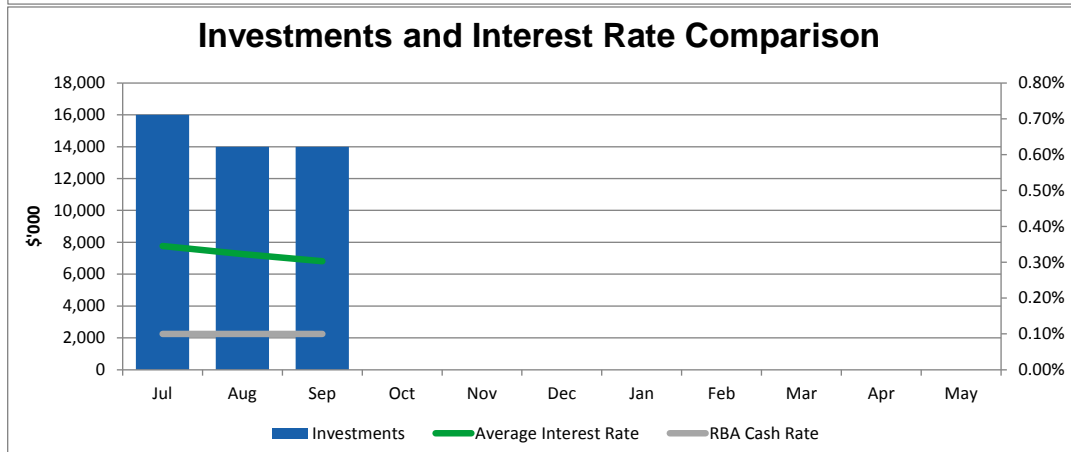
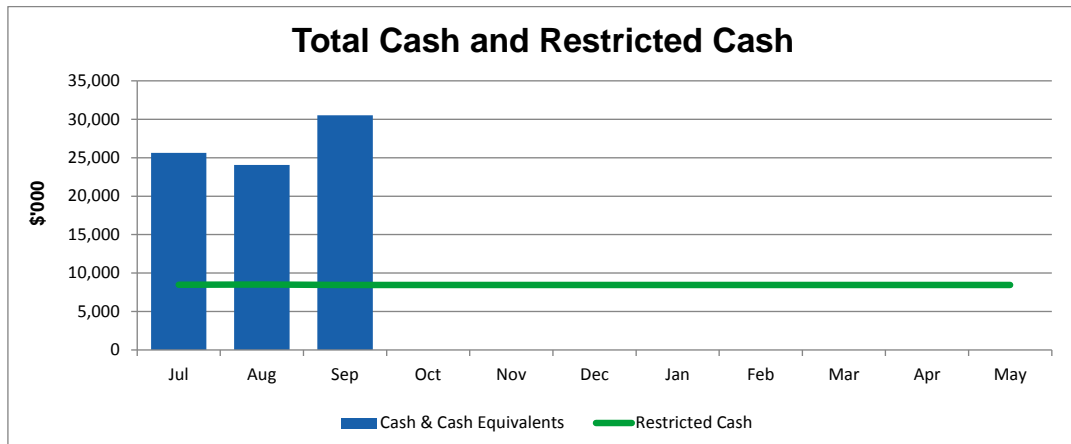
Monthly Financial Report

September 2021

5. Treasury Report

Cash: Total cash held (including investments) at the end of September is \$30.52m, of which \$8.45m is restricted.

Investments: The average interest rate held on investments at the end of September is 0.30% and is reflective of the record low cash rate which the RBA has set at 0.10%.



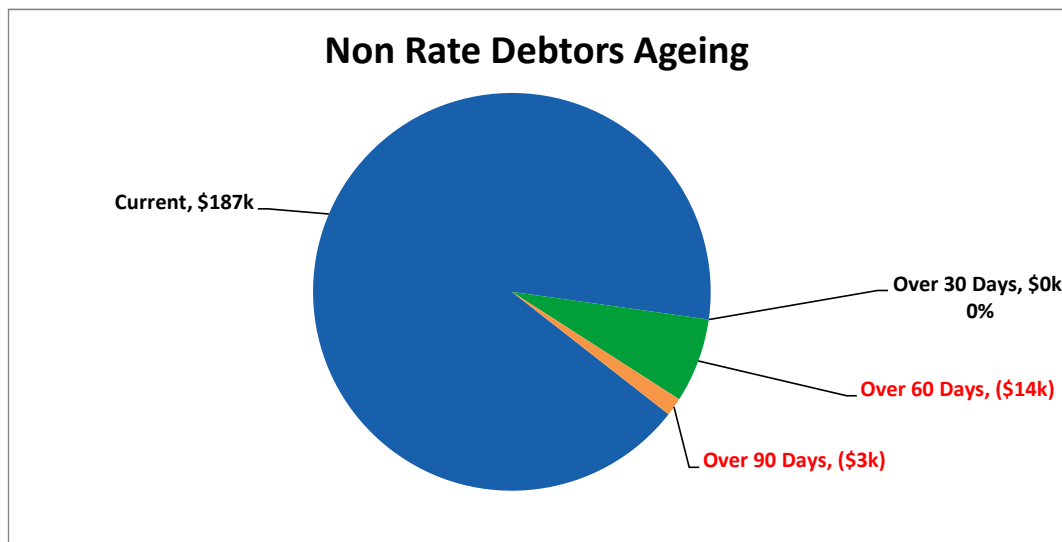
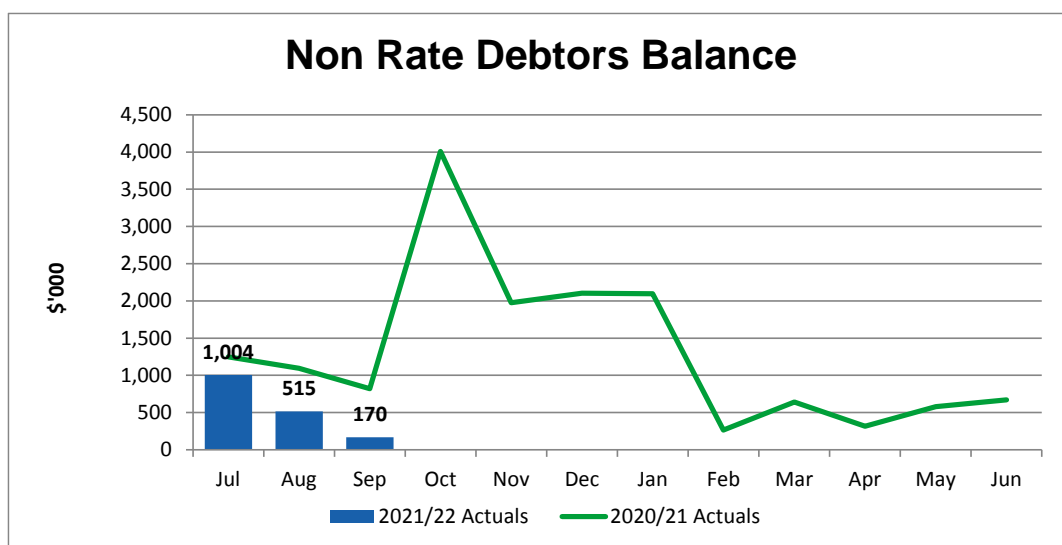
Monthly Financial Report

September 2021

6. Debtors Report

Non Rate Debtors: were \$0.170m in September, with \$0.187m classified as current.

- 30 Days \$0k – No material amounts
- 60 Days (\$14k) – There are a number of prepayments related property rentals following the extension of the State Government rental concessions.
- 90 Days (\$3k) – A number of prepayment are masking the 90 plus days, however there are no material amounts and Council is working with the overdue debtors and setting up payment plans where appropriate.



Monthly Financial Report

September 2021

7. Budget/Forecast Variations

Item	Ledger No.	Variation Status	Budget Variation \$	Cumulative Total \$
Adopted Budget Surplus				76,000
Rollovers - Net			(12,899,000)	(12,823,000)
Cash Surplus Bought Forward			12,899,000	76,000
Maternal Child & Health - Sleep & Settling program grant	318500-1892		55,777	131,777
Maternal Child & Health - Sleep & Settling program expenditure	318500-1892		(55,777)	76,000
Maternal Child & Health - System Enablers grant	536200-3016		15,144	91,144
Maternal Child & Health - System Enablers expenditure	536200-3016		(15,144)	76,000
Early Years Outreach program grant	533413-1013		84,000	160,000
Early Years Outreach program expenditure	533413-1013		(84,000)	76,000
Airport Runway Sealing grant	622000-2305		267,300	343,300
Airport Runway Sealing expenditure	622000-2305		(267,300)	76,000
Insurance Claim	118000-1668		36,893	112,893
Legal Fees	119000-1667		(36,893)	76,000
TAC Cycling Skills grant	523500-3039		8,000	84,000
TAC Cycling Skills expenditure	523500-3039		(8,000)	76,000
Philanthropic contributions	538000-3265		5,000	81,000
Art Gallery stillage storage unit expenditure	538000-3265		(5,000)	76,000
Developer contributions	624200-1010		62,000	138,000
Development reserves	614000-2010		(62,000)	76,000
Insurance Claim	118000-1668		9,879	85,879
Legal Fees	119000-1667		(9,879)	76,000
Archie Graham Centre Program Grant	304000-1380		5,882	81,882
Archie Graham Centre Program Expenditure	304000-1380		(5,882)	76,000
Volunteer Victoria Grant	533250-3063		98,034	174,034
Volunteer Victoria Expenditure	533250-3063		(98,034)	76,000
Maar National MADE Regional Arts Victoria Grant	538000-3266		20,000	96,000
Maar National MADE Expenditure	538000-3266		(20,000)	76,000
First National Art Gallery Grant	538000-3174		41,666	117,666
First National Art Gallery Expenditure	538000-3174		(41,666)	76,000
Preschools COVID19 Grant Funding	533500-1898		78,478	154,478
Preschools COVID19 Expenditure	533500-1898		(78,478)	76,000
Carers Week Grant	305500-1361		5,500	81,500
Carers Week Expenditure	305500-1361		(5,500)	76,000
Business Initiatives Grant Distributions	540000-3236		29,693	105,693
WCC COVID19 Support Package	113000-2279		(29,693)	76,000
Revised Budget Surplus				76,000

Monthly Financial Report

September 2021

8. Procurement Report

	YTD 2020/21	Actuals 2020/21	Actuals 2019/20	Actuals 2018/19
Total Payments	\$13.566m	\$56.320m	\$51.881m	\$59.648m
Total Number of Invoices	3,972	17,059	18,618	18,277
Total Number of Purchase Card Transactions	971	4,381	5,418	6,757
% Usage of Purchase Card Transactions	20%	20%	23%	27%
No. of Active Suppliers	2,968	2,829	2,591	2,677
No. of Suppliers Paid This Financial Year	743	1,538	1,692	1,741
No. of Suppliers who have been used only once	348	650	702	697
No. of Automated Invoices	596	1,912	894	1,494
No. of Invoices below \$100	1,150	4,654	4,231	4,196
No. of Suppliers for Top 20% of Expenditure	2	5	8	4

7.5. APPOINTMENT OF INDEPENDENT AUDIT & RISK COMMITTEE MEMBERS & CHAIRPERSON

DIRECTORATE : Corporate Strategies

PURPOSE:

This report recommends the appointment of independent members to Council's Audit & Risk Committee to fill the upcoming vacancies and a new Committee chairperson.

EXECUTIVE SUMMARY

- The Audit & Risk Committee (the Committee) is an independent advisory committee established under section 54 of the Local Government Act 2020.
- Two vacancies for independent Committee members have arisen due to the retirement of the current Committee chairperson and the imminent retirement of a committee member which has presented an opportunity for an orderly succession plan for this important Committee.
- The charter for the Audit & Risk Committee stipulates that the Council must appoint independent members to the Committee and must appoint the chairperson.
- An expression of interest (EOI) process for the vacant position has been conducted including advertisements in the Warrnambool Standard and on Council's website.
- Candidates were reviewed and interviewed based on the skills, experience, and expertise of their applications.

MOVED: CR VICKI JELLIE

SECONDED: CR MAX TAYLOR

1. That Ms. Donna Porritt be appointed as an independent member on Council's Audit & Risk Committee from November 2021 to November 2025 with non-voting rights for the 16th of November 2021 meeting.
2. That Mr. Leon Fitzgerald be appointed as an independent member on Council's Audit & Risk Committee from November 2021 to November 2025 with non-voting rights for the 16th of November 2021 meeting and the 8th of March 2022 meeting.
3. That Mr. Dennis Farley be appointed as the chairperson of the Audit and Risk Committee following the 16th of November 2021 meeting.
4. That Council acknowledges the outstanding contribution of Professor Rob Wallis over the 11-year tenure on Warrnambool Councils Audit and risk Committee including 10 years as chair of the committee and that Council thanks him for his service to the Warrnambool community in this role.

CARRIED - 7:0

BACKGROUND

The Audit & Risk Committee (the Committee) is an independent advisory committee established under section 54 of the Local Government Act 2020.

The purpose of the Committee is to advise Council on the effectiveness of the organisation's systems, processes and culture for complying with its legal and financial obligations. The committee also plays a key role in the oversight of key strategic risks. In fulfilling this role, the Committee is to aid in the implementation of the Council Plan.

The Committee is accountable to and reports directly to Council.

The Committee's work is to be informed by the requirements of the Act and best practice in audit, risk and governance principles in order to achieve the objectives of the charter adopted by Council.

The Committee is made up of 3 independent members and 2 Councillor members. The current chairperson, Rob Wallis, has served the maximum number of terms allowed for under the Audit & Risk Committee charter and will retire from the Committee following the 16th of November 2021 meeting.

This has created a vacancy for an independent committee member and for the role of the chairperson.

Following discussion amongst the independent Audit & Risk Committee members, independent member Dennis Farley is intending to retire from the Committee in the near future. This presents an opportunity to enable a succession plan for the Committee which has created an additional vacancy.

ISSUES

An expression of interest (EOI) process for the vacant position has been conducted including advertisements in the Warrnambool Standard and on Council's website.

Applications were reviewed based on the specialist skills, experience and expertise of the applicants. Consideration was also given to ensure that the applicants would contribute to the ideal balance of skills, experience and background for the Committee.

A panel consisting of two independent Audit & Risk Committee members and the Manager of Financial Services interviewed the applicants to gain an understanding of their suitability to add value to the Committee.

Based on the review and interviews, it was determined that Donna Porritt and Leon Fitzgerald be recommended to the independent Audit & Risk Committee member positions. Both new members would be eligible to attend the 16th of November 2021 committee meeting as non-voting attendees and that Donna would transition to a voting member thereafter with Rob Wallis vacating the committee.

It is recommended that Dennis Farley be appointed as chairperson following the 16th of November 2021 committee meeting to provide stability and continuity considering the new appointments to the committee. Dennis has indicated that he would retire from the committee following the 8th of March 2022 meeting. This would allow Leon to attend as a non-voting attendee and transition to a voting member thereafter.

Council will then be presented a further recommendation in mid 2022 as to the appointment of the ongoing chair role after consideration of the candidate suitability in the intervening period.

FINANCIAL IMPACT

The independent members are paid for their services on the committee and there would be a period where Council would be paying for additional committee members as part of the induction process and succession plan. The cost to Council is less than \$1,000.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 An effective Council

5.1 Leadership and governance: Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making

5.5 Organisational and financial sustainability: Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

5.6 Risk mitigation: Council will mitigate and manage organisational risks through sound management systems and processes.

TIMING

The next Committee meeting is 16th November 2021.

OFFICERS' DECLARATION OF INTEREST

No conflicts of interest declared.

CONCLUSION

It is recommended that Donna Porritt and Leon Fitzgerald be recommended to the independent Audit & Risk Committee member positions and that Dennis Farley be appointed as chairperson following the retirement of the current chair.

ATTACHMENTS

Nil

7.6. WASTE STRATEGY 2021-2025

DIRECTORATE : City Infrastructure.

PURPOSE:

The Waste Strategy 2021- 2025 (the Strategy) - (Refer to attachment 1), outlines Warrnambool's waste management objectives and strategic direction for the next four years, and beyond.

Endorsement by Council of the draft strategy is sought, prior to seeking community feedback before adopting the Strategy.

EXECUTIVE SUMMARY

- The current Waste Minimisation and Resource Recovery Strategy 2017-2021 is due for review. Additionally, a large number of the actions have been completed such as, the full rollout of the FOGO service, transition to the fourth bin, and a number of other key actions.
- The draft Waste Strategy 2021-2025 – (**Refer to Attachment 1**) is a forward-looking document with some ambitious aims and objectives. It builds on the completed work of the 2017-2021 strategy and looks to embrace new methods of waste management with a key focus on waste reduction, reducing waste to landfill, exploration of new technologies and extensive community engagement and education programs.
- The draft strategy if endorsed by Council will be released for community consultation and feedback, for a period of not less than 28 days, via Council's "Your Say" website, Noticeboard in the Warrnambool Standard and social media.

- This feedback is vital to inform the Strategy and to actively involve the community on the journey to further improve waste management in the City and the region.
- Traditionally, community engagement on waste matters in Warrnambool attracts a lot of discussion, submissions, and interest from the community and the media. The Warrnambool community places a high value on the beauty of the City and our environment.
- Warrnambool City Council has been recognised as a leader in waste management initiatives, and the draft Waste Strategy 2021–2025 is intended to build upon these important achievements, and set a direction for future best practice waste management for Warrnambool and the region.
- The cost of preparing the strategy was covered within the budget of City Amenity, as the document was drafted entirely “in-house”.

MOVED: CR VICKI JELLIE

SECONDED: CR DEBBIE ARNOTT

That Council:

- 1. Notes the draft Strategy and endorses the content.**
- 2. Resolves to release the draft Waste Strategy 2021- 2025 for public comment for a period not less than 28 days and to consider submissions before adopting the Strategy.**

CARRIED - 7:0

BACKGROUND

The current Waste Minimisation and Resource Recovery Strategy 2017-2021 is due for review. This strategy documented Warrnambool's waste practices, highlighted current minimisation initiatives, and set an overarching goal of sustainability and responsible waste management for a growing population.

The current waste strategy drew from a combination of state and associated Council documents, initiatives and policies. It is now due for review, as a great deal of change has occurred in the waste industry, and in Warrnambool's waste practices since it was adopted.

Additionally, a large number of the actions have been completed such as, the full rollout of the FOGO service, transition to the fourth bin, and a number of other key actions.

As a result of the recycling crisis, Warrnambool City Council took bold steps to improve the quality and value of recyclables. Council was the first council in Victoria to devise the four-bin system which has now been mandated by the state government.

Council was one of the first councils in Victoria to adopt a municipal wide FOGO service and fortnightly garbage collection to reduce waste volumes and waste to landfill.

Warrnambool City Council has been recognised as a leader in waste management initiatives, and the draft Waste Strategy 2021 –2025 is intended to build upon these important achievements and set a direction for future best practice waste management for Warrnambool and the region.

ISSUES

The draft Strategy is a forward-looking document with some ambitious aims and objectives. It builds on the completed work of the 2017-2021 strategy and looks to embrace new methods of waste management, with a key focus on waste reduction, reducing waste to landfill, exploration of new technologies and extensive community engagement and education programs.

Some of the key objectives of the draft strategy include:

- Aiming to achieve zero waste to landfill by 2040.
- Strive for waste management outcomes that achieve a combined economic and environmental benefit.
- Embrace the overarching need to minimise waste to protect the environment and reduce the cost of waste management to ratepayers wherever possible.
- Promote and advocate for the development of local recycling processing, to reduce reliance on metropolitan processors, and reduce transport costs and environmental impacts.
- Work with neighbouring councils, businesses and the community to aggregate waste streams where possible, to explore new technologies in waste management, and capitalise on the financial and other advantages of economies of scale.
- Ensure waste management charges and service provisions to businesses are equitable and consistent.
- Provide infrastructure that improves stormwater systems, to reduce adverse environmental impacts or litter in stormwater systems, and the environment.
- Review the effectiveness of the night-time kerbside collection to inform future kerbside collection contracts.

Many of these objectives will require further change management and will be challenging. New technologies and methods will play a critical role if Council is to achieve its objectives.

As the strategy commits to investigating new technologies, this will require considerable additional work, partnering with industry specialists, such as Deakin University, the waste industry in general, businesses, neighbouring councils and critically, consultation with the community.

Council will also partner with state and federal governments to implement the Strategy and to seek funding as streams become available.

FINANCIAL IMPACT

The cost of preparing the strategy was covered within the budget of City Amenity, as the document was drafted entirely “in-house”.

There may be additional financial impacts, particularly around waste to energy, which will be reported to Council as required.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

From the Council Plan 2021–2025:

Objective 3, Minimise Environmental Impact and the impact of Climate Change - Investigate new technologies to reduce waste from landfill towards zero waste to landfill.

Objective 6, Community Learning Pathways - Maintain and further develop Council’s partnership with Deakin University to enable research and development opportunities for community and industry.

TIMING

The current strategy is due for review in 2021 and the draft new strategy is proposed to be reviewed in 2025.

COMMUNITY IMPACT / CONSULTATION

The draft strategy if endorsed by Council will be released for community consultation and feedback, for a period of not less than 28 days, via Council's "Your Say" website, Noticeboard in the Warrnambool Standard, media releases and social media.

This feedback is vital to inform the Strategy and to actively involve the community on the journey to further improve waste management in the City and the region.

Traditionally, community engagement on waste matters in Warrnambool attracts a lot of discussion, submissions, and interest from the community and the media. The Warrnambool community places a high value on the beauty of the City and our environment.

The Warrnambool community has embraced the various changes in waste management implemented to date, and with informative and far-reaching consultation it is anticipated future changes will be met with widespread support.

The use of trials has been the most effective way of bringing about change. Using the "show" rather than "tell" method of change implementation, and refining new systems as a result to make any improvements has been very successful.

LEGAL RISK / IMPACT

Risks are assessed as being reputational and financial.

Reputational, as the community takes a strong interest in waste matters.

Financial, as waste management and waste management improvements are costly, and must be carefully considered to achieve an economic and environmental benefit.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of this report has any conflicts.

CONCLUSION

The 2021- 2025 Waste Strategy aims to further reduce Warrnambool's waste impact, improve environmental and economic outcomes where possible, and puts the City on the path towards zero waste to landfill by 2040.

ATTACHMENTS

1. Pre consultaion Waste Strategy [7.6.1 - 30 pages]



Waste Strategy 2021 - 2025





Contents

- Introduction**
- Local context**
- Strategy objectives**
- Strategic framework**
- Drivers for change**
- Current service provisions**
- Vision for the future**
- Measuring performance**
- What we will do**



Introduction

The Warrnambool community places great value on our environment. The community has made it clear that protecting our rivers, creeks and the ocean from pollution and litter is very important, as are waste management practices that aim to protect our environment.

Through the long-term community vision, Warrnambool 2040, Council has been asked to ensure waste management practices provide both economic and environmental benefits for Warrnambool, and that best value for residents in the form of financially sustainable waste management charges, is achieved.

These community priorities align with objectives in the Council Plan 2021-2025 and will further assist decision-making.

Council will demonstrate its commitment to sustainability by providing informed leadership, support and education. This Strategy provides the foundation for this commitment. Not-for-profit groups, volunteer community organisations, schools, residents and visitors are all critical to the Strategy's success through their formal and informal roles in resource recovery and waste minimisation.

Resource recovery and waste management involves the whole community. This strategy provides a vision for the future, and outlines practical steps to assist Warrnambool City Council (Council) to implement its Waste Strategy (the Strategy).

The waste hierarchy of avoid and minimise, reuse, recycle,

recover, treat and dispose, underpins the Strategy and guides decision-making cognisant of policies of the Federal and Victorian governments. It documents the integral role that private enterprise plays in partnership with the public sector in the delivery of the Strategy and its objectives

Council will engage with the community in pursuing the objectives of the Strategy. The Warrnambool community has always had significant involvement in shaping waste management practices in the City.

Our local community has always held innovation in high regard and Warrnambool was among the first councils in Victoria to adopt the four bin system, which was rolled out in Warrnambool several years ahead of the deadline established in the Victorian Government's circular economy policy, Recycling Victoria: a new economy.

Local and global changes constantly impact on waste management, therefore this will be a dynamic document. Actions will be prioritised and reviewed annually against key objectives and performance measures, as part of Council's budget process.

A formal review of this strategy will occur every four years.





Local context

The Warrnambool municipality is 120 square km in area and situated in the Great South Coast Region of Victoria, 263 km south-west of Melbourne.

It contains the City of Warrnambool and the nearby towns of Allansford, Bushfield and Woodford. The City has a population of approximately 35,500 and this figure is forecast to approach 50,000 by 2035 (forecast ID).

Warrnambool serves as a regional centre for a population of approximately 120,000 people in the South West.

It contains the Deakin University campus, a TAFE college and a regional base hospital. The major employment sectors are health care and social assistance, retail trade, manufacturing, education and training, accommodation and food services and construction.

The Great South Coast region features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Three major dairy manufacturers and a large meat processor are situated in and around Warrnambool, providing a major sources of employment.

There is a significant tourism industry, with a thriving visitor economy, spectacular coastline, ample holiday accommodation, whale watching and commercial and recreational fishing opportunities. In summer and during major events the population increases by around 20 per cent.

Waste Strategy objectives

In developing the Strategy, a series of high level objectives were developed to guide the direction of waste management in the Municipality. Specific actions to deliver on these objectives are outlined later in this document.

Council will:

1. Commit to waste management initiatives that achieve a combined economic and environmental benefit wherever possible.
2. Achieve zero waste to landfill by 2040.
3. Embrace the overarching need to minimise waste to protect the environment and reduce the cost of waste management to ratepayers.
4. Promote and advocate for the development of local recycling processing, to reduce reliance on metropolitan processors, and reduce transport costs and environmental impacts.
5. Work with neighbouring councils, businesses and the community to aggregate waste streams where possible, to facilitate new technologies in waste management, and realise the financial and other advantages of economies of scale.
6. Pursue external funding to facilitate waste management initiatives and programs.
7. Consult the community on changes to Council's waste management practices.
8. Recognise the regional role Warrnambool plays in waste management, including active participation in regional waste forums.
9. Introduce measures to reduce illegal dumping of rubbish.
10. Ensure waste management charges and service provisions to businesses are equitable and consistent.
11. Provide infrastructure that improves stormwater systems, to reduce adverse environmental impacts or litter in stormwater systems, and the environment.
12. Develop programs in collaboration with community groups to reduce dog droppings in public spaces.
13. Work collaboratively with event organisers to reduce waste at public events.
14. Ensure night time kerbside collection is fit for purpose.
15. Seek opportunities to recycle and recover construction and demolition materials.
16. Encourage and support school and community groups to be involved in waste initiatives.
17. Adopt the state-wide Container Deposit Scheme, when it is introduced in 2023.
18. Meet responsibilities in relation to Braithwaite Street former landfill site, as required by the EPA Post Closure Pollution Abatement Notice.
19. Consider a weekly FOGO collection trial from September -April. Report findings to Council to determine the viability.
20. Review fortnightly glass collection after container deposit scheme is implemented.



Strategic framework

A substantial legislative and policy hierarchy underpins this Strategy and informs the objectives.

Federal

The Product Stewardship Act 2011 - provides the framework to effectively manage the environmental, health and safety impacts of products, in particular those impacts associated with the disposal of products.

The framework includes voluntary, co-regulatory and mandatory stewardship.

The National Waste Policy sets Australia's waste management and resource recovery direction to 2030.

The policy has five key principles:

- Avoid waste
- Improve resource recovery
- Increase use of recycled materials, and build demand and markets for recycled products.
- Better manage material flows to benefit human health, the environment and the economy
- Improve information to support innovation, guide investment and enable informed consumer decisions.

The policy also complements other government action to deliver greenhouse gas emission reductions, reduce energy and water use, support jobs and invest in future long term economic growth.

A strategy arising from the policy is the Product Stewardship Framework legislation. The Product Stewardship Act 2011 provides the framework to effectively manage the environmental, health and safety impacts of products, in particular those impacts associated with the disposal of products.

The framework includes voluntary, co-regulatory and mandatory stewardship.

Resource Recovery Initiatives to date include:

- National Television and Computer Recycling Scheme
- Product stewardship for end of life tyres
- Product stewardship for mercury containing lamps – FluoroCycle.

State

The Local Government Act 1989 assigns responsibility to councils for providing, (either directly or through contractors), the collection, transport and reprocessing or disposal to landfill of municipal solid waste for their communities. (This does not require local government to manage disposal facilities such as landfills).

The Environment Protection Act 1970 is important state legislation relevant to this Strategy, as it relates to:

Shared responsibility

- Protection of the environment is a responsibility shared by all levels of Government, industry, and the people of Victoria.

Product stewardship

- Producers and users have a shared responsibility with Government to manage the environmental impacts throughout the life cycle of the goods and services, including disposal.

Waste hierarchy

The belief that to attain sustainable practice, waste should be managed in the following order:

- avoid
- re-use
- recycle
- recovery of energy
- treatment
- containment
- disposal.

E-waste

- The management of e-waste in Victoria, through its goals of diversion from landfill, recovery and reuse of materials and reduction of harm to human health.

The Victorian Government has also developed various documents to provide strategic direction. The overarching strategic document is the State Waste and Resource Recovery Infrastructure Plan (SWRRIP) which was released by the Victorian Government in June, 2015. The SWRRIP provides a roadmap to guide the development of a system that will effectively manage the waste we generate, balancing the provision of this essential service and support for a viable resource recovery industry, with the need to protect the community, environment and reduce greenhouse gas emissions.

This plan is further supported by the:

- Victorian Organics Resource Recovery Strategy
- Collaborative Procurement Framework
- Victorian Market Development Strategy for Recovered materials
- Infrastructure Facilitation Framework
- Community and Business Waste Education Strategy

The Victorian Government has developed a performance reporting framework to ensure all councils are measuring and reporting on their performance in a consistent way. Indicators for waste management kerbside collection are included in the reporting framework. Sustainability Victoria and the EPA also have mandatory annual reporting requirements about waste management services, providing further benchmarking for council

Waste and Resource Recovery Groups

Warrnambool City Council is part of the Barwon South West Waste and Resource Recovery Group (BSWWRRG) established in 2014 under the Environment Protection Act (1970).

The group developed a Regional Waste and Resource Recovery Implementation Plan (RWRIP) in 2017, to improve recycling rates, reduce waste to landfill, and plan for the region's future sustainability and infrastructure needs.

Of particular significance to this Strategy are the following priorities:

Priority action 1 – Facilitate behavioural change to improve source separation, participation rates, resource recovery and reduced contamination.

Priority action 2 – Facilitate the aggregation of material streams and/ or services through collaborative procurements to improve economies of scale and cost efficiencies.

Priority action 11 – Support the development of innovative and viable ways to increase recovery of priority materials including organics, wood/timber, plastics and textiles.

The BSWWRRG developed a Regional Education Strategy in 2018, which has guided the City's education program. Key strategies include:

- Raising community awareness of waste and recycling processes
- Emphasising the impact each individual can have on the success of a program
- Prioritising waste avoidance, sustainable practice, and product stewardship, over disposal.
- Adopting a regional approach towards waste management performance – working towards a shared goal for greater impact.

Standardised kerbside and public place recycling systems across the region are also viewed favourably, as this will afford synergies in raising awareness and promoting the message to the community.

Council was also an active participant in developing the BSWWRRG Local Government Program in 2018. The aim of this program was to identify regional issues and programs, where it was deemed beneficial for councils to pool funds and address issues on a regional basis. More recently, the BSWWRRG has been an important source of support and guidance to the Council around the implementation of the 4-bin system.

Significant change occurred in Victoria's waste industry and related legislation, since the Strategy was last updated. Victoria, along with other states, exports large amounts of recyclable materials for processing overseas. In 2018, China, a major recipient of Victoria's

recycling, introduced strict contamination limits for imported recyclables. This caused major disruption in recycling markets around the world, and the subsequent stockpiling of materials.

The "Recycling Crisis", as it came to be known, led to the development of the Waste Act and the Waste Authority – legislation and a governing body that will apply to the entire waste and recycling sector in Victoria.

In addition, Recycling Victoria: A new economy was introduced in 2020. This 10-year policy and action plan, sets out Victoria's recycling and waste minimisation goals for a growing population.

The policy includes changes to council kerbside recycling services, through the adoption of a four-bin service that includes:

- General waste service
- Comingled recycling
- Food and garden organics (FOGO) by 2030
- Separate glass service by 2027.

Warrnambool implement a FOGO service in 2019, a glass-only collection service in May 2021 and transitioned to a fortnightly service across all four waste streams in July 2021.

Local

Council Plan 2021 - 2025

The Strategy is in line with the objectives of the current Warrnambool City Council Plan, through its commitment to encouraging waste minimisation and sustainable practice through:

- Reduction, re-use and recycling of materials
- Adapting and changing behaviour towards the production of waste and contaminants in the natural environment
- Corporate sustainability practices
- Use of technological advancements for waste management
- Focus on water resource management and the reduction in physical waste in local basins.

Warrnambool 2040 Initiative

The Strategy supports the goals outlined in the Warrnambool 2040 (W2040), environmental priorities section.

Developed in 2020, this series of documents identify community aspirations for the future of the town.

Relevant objectives include:

- Informed behavioural change that supports waste reduction at all levels of Warrnambool's community.
- Warrnambool to become a 'closed loop economy' where goods and services are not wasted and

instead reused efficiently.

- Encourage a change in consumer habits, including minimising unsustainable materialism and increasing reusing of goods.
- Combat environmental change through a redirect towards sustainable resources that avoid single-use plastics, and investing in subsequent industry needs.

The following are some of drivers behind the development of this Strategy:

- Green Warrnambool 2018 – Council’s sustainability plan
- Green Warrnambool states that Warrnambool will be a “wise city that wastes not”.
- Warrnambool residents will be “environmentally informed, ethically motivated
- consumers of goods and services. We will have zero recoverable waste being
- sent to landfill by conserving, avoiding, reducing, recycling and reusing resources
- at every opportunity. We will significantly reduced land, water and air pollution,
- including littering and we will no longer be a source of plastics entering the marine environment.”
- Warrnambool Open Space Strategy 2014 – the purpose of this strategy is to provide an overarching

framework to direct open space planning and management to 2026. It provides guidance on the provision of bins in council’s public open spaces.

Local Laws

Council Local Laws that are relevant to the Strategy list resident’s responsibility towards domestic and pet waste:

- A person is prohibited from having unsightly amounts of rubbish that may cause danger on their property.
- Occupiers of properties are responsible for ensuring domestic waste is collected in the kerbside service.
- Owners must be responsible for cleaning up animal litter and must be equipped to do so at all times that the animal is in their charge.
- Commercial and building related waste
- The waste accumulated from trades must be treated separately from domestic waste, in an approved skip.
- When carrying out building works, a purpose built facility must be on site to minimise discharges from going into the stormwater system.





Drivers for change

The waste hierarchy

The concept of a “waste hierarchy” that ranks ways of dealing with waste in order of preference has been almost universally adopted as a guiding management principle by governments internationally and in Australia.

The waste hierarchy sees avoiding the creation of waste as the most desired outcome, while landfill disposal is the least desired outcome.

Table 1: The Waste Hierarchy and its application in Warrnambool

Rethink (avoid) and Reduce	Council cannot control what households buy and dispose of but can provide education to encourage steps to reduce the creation of waste and put in place processes and systems, such as resource recovery to minimise waste to landfill.
Reuse	The reuse of materials that would otherwise end up in the waste stream can provide a variety of social and environmental benefits. E.g. the City can support and promote community based reuse organisations, such as WDEA
Recycle	Public place and kerbside recycling services provided by the City and other local recycling activities and services are a key way of reducing the economic and environmental impacts of managing waste.
Recovery	Energy from waste technology is still in the early stages of development in Victoria, but offers potential to reduce disposal rates in the future by recovering energy resources from materials that would otherwise be landfilled. Waste to energy technology also provides a renewable energy source. Some large landfills collect and utilise landfill gases to generate electricity and sell energy back into the grid. The City's former landfills were not large enough to justify the capital expense for landfill gas capture.
Treat and Dispose	Disposal is the least preferred option, however for the foreseeable future there will be residual and/ or hazardous wastes for which landfill remains the only or best option. While there are no potential landfill sites within the City, it is important for the Council to monitor availability and maintain cost effective access to landfill sites in the foreseeable future.

Costs

The Victorian Government objective to incentivise alternatives to landfill is driven by the landfill levy. The landfill levy is used as a mechanism to make resource recovery more feasible as an alternative to landfill.

In south-west Victoria there are significant costs associated with landfilling, including the construction and rehabilitation of landfills to Best Practice Environmental Management standards (BPEM), the cost of transporting waste to a landfill and the landfill levy.

Since 2010-2011, the cost of landfill gate fees has increased by 47%. This is due to both the increasing cost of the landfill levy and increasing requirements of the BPEM. This financial impact in itself is a significant driver for change, even before considering environmental or lost resource costs. It is also a factor leading to the closure of a number of landfills in Victoria.

Table 2: EPA Landfill Levy - Charges per tonne

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
\$31.71	\$33.22	\$33.03	\$33.03	\$52.95	\$62.95

Table 3: Naroghid Landfill Gate Fees - Charges per tonne

2017-18	2018-19	2019-20	2020-21	2021-22
\$114.28	\$117.41	\$120.32	\$109.07*	\$111.79

* Gate fees were reduced in 2020/21, as a result of lower overheads at Naroghid.

Reducing waste management costs in Warrnambool requires a multi-faceted approach.

- Community education about reducing or avoiding waste creation leading to behaviour change .
- Improving recycling by reducing contamination in the kerbside recycling bin.
- Improving and extending public place recycling.
- Raising awareness of recycling services provided in the City.
- Lobbying for stricter product stewardship policy to more options for recycling more products and materials, with the costs covered in product purchase price.
- Lobbying for a bigger share of the EPA landfill levy to return to the region to fund resource recovery innovation.

In the 2020-2021 financial year, the landfill levy component paid to the EPA for Warrnambool's landfill disposal costs was \$180,730. Council needs to stay abreast of developments, innovations and technology in waste management and resource recovery, and may at some point be in a position to lock in a gate fee for a period of time for the foreseeable future.

This would provide surety in a volatile market, however it must not detract from council's overall vision of avoiding waste and reducing waste to landfill. Council must not surrender ownership of the waste without careful consideration; in the future waste may become more of a resource and commodity. Rateable properties are levied a Waste Management Charge which includes

supply of bins, fortnightly collection of 140 litre garbage, 80 litre glass, and 240 litre FOGO and comingled recycling bins. This service also includes disposal to landfill, transport and sorting of recyclables collected, education, promotion, community engagement, and bin repair and replacement.

This Waste Management Charge also contributes to:

- maintenance and upgrade of stormwater protection;
- footpath and street sweeping;
- litter collection in the CBD, parks, reserves, and illegal dumping clean-up;
- EPA compliance and environmental monitoring of Braithwaite Street closed Landfill site and any related works;
- regional projects through the BSWWRR Local Government Program;
- rubbish, recycling and green waste disposal generated by council operations, including innovations for increased resource recovery of material generated through these operations; and,
- corporate administration/management.

Council will continue to advocate to receive a fair share of grants from the Sustainability Fund, to assist Council in addressing waste management issues.

Reducing Greenhouse Gas

Council's Green Warrnambool plan include's a goal for Warrnambool to have zero net greenhouse gas emissions by 2040.

The most significant action taken so far to reach this target was the introduction of the Food Organics Garden Organics (FOGO) kerbside collection to Warrnambool in 2019. Greenhouse gases produced by food waste in Australian landfill each year are equivalent to the emissions of Australia's steel and iron ore industries combined. (www.watchmywaste.com.au/food-wastegreenhouse-gas-calculator)

Greenhouse gases trap heat in the atmosphere, slowing the rate at which it escapes to space; they act like a blanket insulating the Earth. Landfilling of FOGO generates methane gas, a potent greenhouse gas that traps heat more effectively than carbon dioxide.

The waste sector accounts for 3 per cent of total net greenhouse gas emissions from human activity in Australia. Around 76 per cent of waste sector emissions come from methane released from food and green waste breaking down in landfills. (April 2010, Report to Dept. of EWHA, Climate Change and the Resource Recovery and Waste Sectors).

Based on current kerbside waste generation figures, and taking into account collection, processing and landfill emissions, the continued diversion of FOGO materials from landfill bins, could reduce local greenhouse gas emissions by more than 4,000t annually. This would increase again if processing facilities were upgraded from open windrow to aerated static pile or in-vessel (enclosed) composting systems. (Review of Joint Waste Services, MRA 2017 Population Growth, Development and Future Waste Projection).

Population Growth

In the decade to 2016, the city's population grew by an estimated 3,300 people, however the annual amount of waste generated through kerbside collection did not increase significantly over that time.

The city's population, currently 35,500, is predicted to approach 50,000 by 2035. An increase of 15,000 people over 20 years should see a significant increase in waste generation, however this has the potential to be offset by improved diversion rates, where residents are recycling more material.

This increase in population will bring a number of challenges in resource recovery and waste management, including:

- alternative options for collection from multi-unit dwellings;
- increasing landfill costs;
- potential increased demand for public place bins; and,
- local landfill space decreasing, potential to have to look further afield for landfill services – increased waste transport costs.

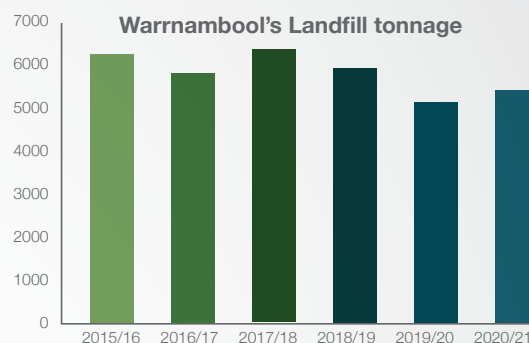


Chart 1: Warrnambool's annual landfill tonnage





Service provisions

Council is currently responsible for:

- domestic waste and recycling kerbside collection and disposal/ recovery of materials;
- street and footpath cleaning;
- stormwater protection;
- public place bins including waste and recycling bins (includes the CBD, foreshore, Lake Pertobe, parks, gardens and recreation reserves);
- promotion of commercial and community group based recycling services;
- partnering with and hosting programs such as "Detox Your Home" – annual mobile collection of household chemicals;
- permanent Detox Your home site at the Cleanaway transfer station; and,
- managing past legacies (closed landfills).

Kerbside collection

Currently households in Warrnambool are serviced by a four bin system. Each service is provided to residences between the hours of 10pm and 10am.

As of June 2021, all collections became fortnightly. Council provides the following through the kerbside service.

Table 4: Warrnambool's Kerbside Collection Service

Landfill	FOGO	Comingled Recycle	Glass
140 litre Red-lidded bin	240 litre Green-lidded bin	240 litre Yellow-lidded bin	80 litre Purple-lidded bin

The council's waste and recycling kerbside collection is currently carried out by Wheelie Waste, under a contract that commenced on July 1, 2019. This is a seven-year contract with the option of extension. The contract includes collection from over 16,000 tenements. This figure grows at approximately 20 new tenements per month.

In May 2021, a 80L purple -lidded glass-only bin was introduced to the kerbside service. The glass is collected, sorted and crushed for use in local construction projects. The service aims to separate glass fines (small fragments of glass that contaminate other types of recycling), from the rest of the comingled recycling stream. Separating the materials at the kerb results in a higher quality and more valuable recycling load, at the processing stage. An average of 90 tonnes of glass is collected through the kerbside service each month.

The FOGO kerbside collection is performed by Warrnambool Green Waste. The contract commenced in May 2019.

Community consultation and the results of the Regional Kerbside Waste Audit 2018, organised by the BSWWRR group, highlighted the economic and environmental benefit, and the community interest in adding a Food Organics Green Organics (FOGO) collection to Warrnambool's kerbside service.

The audit identified an average of 2.9kg of potentially-recyclable food and garden waste per household, per week was being lost through the landfill collection. This was equivalent to 41.8 per cent of the entire load, each week that could have been diverted from landfill and composted.



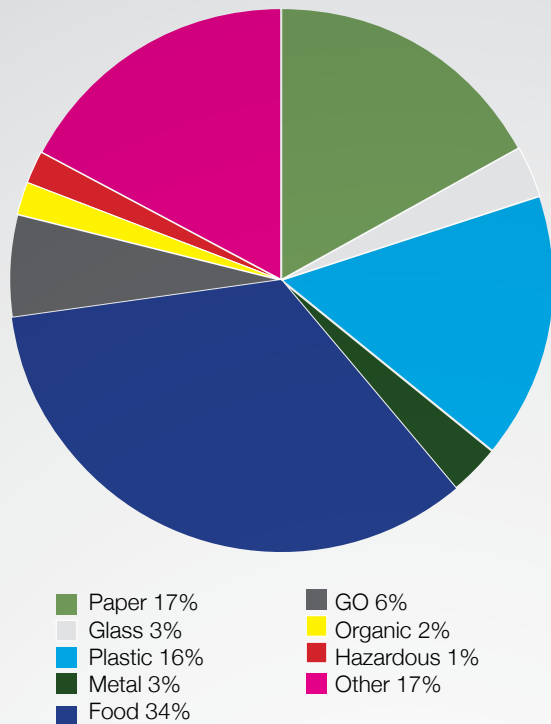


Chart 2: Warrnambool's Waste Stream Composition by weight

Source: Regional Kerbside Waste Audit 2018.

Along with the 240l kerbside FOGO bin, households were provided with a kitchen caddy and an annual supply of compostable caddy liners.

In the first year of the municipal-wide FOGO service 800 tonnes of food waste was diverted from landfill.

At the time, landfill gate fees were \$149.63 per tonne. Green waste gate fees were \$23.60 per tonne. This was equivalent to a saving of more than \$100,000 in landfill acceptance and processing fees. Landfill gate fees have steadily increased every year since. The total charge (EPA levy plus a gate fee) for landfill in the 2021-2022 financial year is \$170.04 per tonne.

The quantity of material being placed in FOGO bins has steadily increased. Council's 2021 FOGO Waste Audit reported an average collection of 13.68kg of FOGO per household, per fortnight.

From a sample of 136 bins, with a total presentation of 1.86 tonnes, 74.5 per cent was garden waste, 23 per cent food waste and 1.1 per cent contamination.

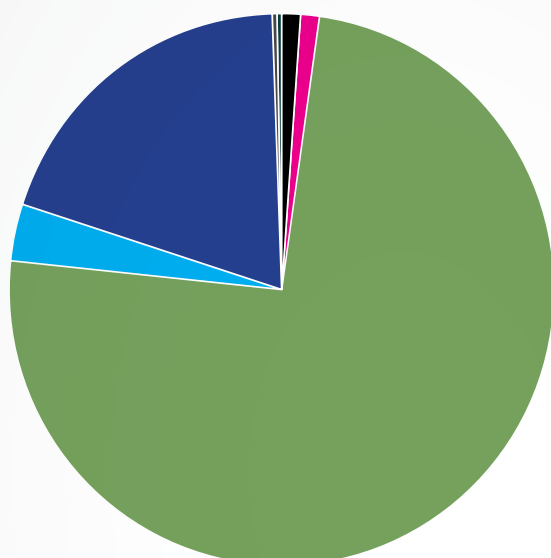


Chart 3: Warrnambool's FOGO Stream Composition by weight

Source: The Warrnambool City Council FOGO Waste Audit 2021

The service is also offered to interested businesses and schools, for tearoom quantities of waste. Fortnightly collection, and a limit of one bin per address, typically deems the kerbside service inadequate for commercial quantities of food waste.

Technology

As of late 2021 there were over 60,000 kerbside bins in use across the municipality.

A requirement of the four bin rollout plan was the capacity to register each bin to a specific Warrnambool address. Individual Radio Frequency Identification Devices (RFID) were installed in every new bin, along with a scannable QR code, listing the registered address.

The technology has a range of benefits, for the contractor, council, and residents. Data can be accessed via the Council's Waste Collection Data Management system (WCDM). The system serves as a real-time record of bins in the community. The new technology is useful for tracking missed collections and contractor performance, reducing the number of lost and stolen bins, and confirming waste service entitlement.

The waste and recycling contractor have installed in-vehicle cameras, which can be used to verify collection, identify bin presentation and missed bins, and more proactively reduce contamination.

The repair and maintenance costs of kerbside bins are included within the contract fee. The cost of bins to new dwellings is included in the Waste Management Charge, and amortised over the life of the contract.

Kerbside recyclables – transport and acceptance

Kerbside recyclables are deposited at Barton's Waste transfer station in Warrnambool. The recycling is then bulk-hauled to a VISY Material Recovery Facility (MRF) in Springvale.

Once recyclables are collected at the kerbside they become the property of the contractor. However, through the current contract, council must sight the agreement between the MRF and the contractor. This provides certainty as to the destination of Warrnambool's recyclables.

Over the past five years the value of recyclables fell significantly. In 2017, transportation costs were offset by the value of the recyclables once delivered to the MRF. In the 2020-2021 financial year however, with stricter contamination limits in place, and increases in gate fees, the transportation and acceptance of recyclables costs the Council \$315,252 (\$126,101 in transportation; \$189,151 in processing fees).

Waste disposal - disposal sites

All kerbside garbage is consolidated in Warrnambool then transported to the Corangamite Regional Landfill at Naroghid, which is owned and operated by Corangamite Shire.

Warrnambool City Council and Corangamite Shire entered into an agreement in April 1999, which set out the conditions under which the relationship operates. The council pays the landfill gate fee directly to Corangamite Shire which includes the EPA levy.

The fee is based on the tonnage delivered across the weighbridge at the landfill site which is 65km from Warrnambool.

The estimated life of the Naroghid site is 55 years at current volumes.

An EPA licensed landfill at Pomonal Road, Stawell, operated by Cleanaway, is the disposal site used by two South West municipalities. The site is licenced to accept municipal waste, commercial and industrial, asbestos and category C soil.

This site is about 190km from Warrnambool. The costs for establishing and operating a licenced landfill are considerable. The timeframe and regulatory hurdles for the establishment of a new landfill are a disincentive to the establishment of any new site.

Over recent years, the region's smaller unlicensed municipal landfills have closed, along with some larger, licensed sites. There are now few options for landfill disposal within the region.

It is essential that Council manages its relationship with licenced landfill operators, and works to reduce the volumes of material going to landfill, by increasing recycling diversion and continuing to remove organics from the waste stream.

Council has received a ministerial exemption for the depositing of garbage at Corangamite Regional Landfill. Transporting waste for disposal

Council's kerbside collection contractor is responsible for collection and delivery of the waste to the nominated landfill.

Collection vehicles deposit the material at Barton's Transfer Station before it is transported in B-double trucks to the Naroghid landfill.

Kerbside collection trucks generally have a capacity of 14 cubic metres, while B-double trucks have a capacity of 150 cubic metres. Transferring waste from collection trucks to B-double trucks creates efficiencies and results in fewer trucks on the highway.

Street cleaning

An important element of Council's waste management activities is the regular street cleaning program.

Street and footpath sweeping also provides a cost-effective maintenance regime for these assets, as the accumulation of soil and silt affects the performance of roads and footpaths.

Grass can grow on accumulated soil or silt left on roads or caught in cracks. In turn the grass roots penetrate between the concrete edge of the kerb and the edge of the seal, lifting the seal and allowing water in. Once water penetrates the seal, it causes a weak spot to develop in the surface and ultimately failure, such as a pothole, will occur.

Blocked gutters can also lead to the flooding of property and the resources required to dig out blocked side entry pits (gutters) are significant as this must be done by hand.

Effective and timely road and footpath sweeping can significantly reduce the amount of waste entering the environment, and in Warrnambool's case this will usually mean the marine environment.

Street sweeping involves the mechanical sweeping of selected roads, car parks and other hard standing areas. This includes kerb stops, kerb and channel, traffic islands, roundabouts and carparks.

Council's road sweeper commonly operates on a Monday to Friday, 4am to 12:30pm. At weekends it operates in commercial areas for four hours each day. Adopted performance standards require the CBD to be cleaned daily, Raglan Parade monthly, and other streets twice a year. Frequency is impacted by annual budget decisions, with some residential streets being swept once a year. Pathway sweeping is undertaken to remove litter, dirt, loose stones and debris from footpaths in the city centre.

Council's footpath sweeper operates from 5:30am to 11:30am Monday to Friday, and for four hours each Saturday and Sunday. Emptying of Council managed cigarette butt bins is also undertaken by the footpath sweeper operator. There are also privately maintained cigarette butt bins in the City.

Stormwater protection

The protection of the marine environment from waste pollution is of critical importance. Litter entering the drainage system will ultimately pollute these environments and cause considerable damage to marine life.

While education, better kerbside bin design and street litter bin design can all assist, a further level of protection is necessary. There are currently a total of 24 in-line stormwater drainage litter traps throughout the municipality.

A number of different types exist, ranging from end of pipe outfall nets and in-line baskets to sophisticated gross pollution traps (GPT). These require regular cleaning, particularly after heavy rainfall. Presently, this specialised equipment is not available locally and has to be sourced from Geelong.

Past education programs regarding stormwater

protection have included stencilling of stormwater pit lids and cigarette butt campaigns. Council has also worked with the Plastic Free Alliance, comprising many local environmental groups including Fishcare South West, Friends of the Merri Marine Sanctuary (FOMMS), and Beach Patrol to raise awareness about the impact of single use plastics, such as plastic bags, plastic straws, cotton buds, and plastic water bottles on our marine environment.

Council will continue to install drainage system litter traps where appropriate, and work to progressively improve stormwater quality. Specialised litter traps, such as GPTs, are very expensive to install. Priority will be given to resourcing and developing maintenance programs for existing litter traps, so they can function optimally.

Work will also be carried out to improve kerbside and public place bin design, and to increase infringements against litterers. Council will continue to support the work of environmental and community groups who are raising awareness of the problem, and will continue involvement in the Plastic Free Alliance and support development of a Boomerang Bag initiative in Warrnambool.

Public place bins

Council provides a comprehensive network of public place bins across the city's streets and open spaces.

Council performs over 1,400 rubbish bin collections weekly, from the city's 422 waste bins. Public place recycling bins currently number 117, but this number is growing, with council installing recycling options where possible at waste bin locations. The latest recycling rollout involved 61 recycling stations installed at all of the 15 recreation reserves across the city.

As there are already a significant number of public place bins serviced across the city, not all public places are allocated a bin. The Open Space Strategy provides the decision-making framework for the installation of public place bins.

Due to the significant staffing resources of emptying and maintaining public place bins, public places are prioritised based on their usage and categorisation. According to the strategy, public spaces categorised as Local or Neighbourhood parks are not allocated a bin. The expectation is that these spaces are used by locals or neighbours who are able to take their rubbish and recycling home.

Council provides a number of dog waste bag dispensers along the foreshore to encourage residents to pick up after their dogs. This is not an established behaviour or cultural norm in Warrnambool, and dog droppings left behind in public spaces are a common occurrence.

Domestic animal excrement is normally acceptable in FOGO collection. Defining precincts where public place bins are provided for specific users could be given consideration, for example bins for tourists travelling in campervans. These tourists are not currently catered for, and while it is expected that they will take their waste to a transfer station this may not be a realistic expectation.

Council will review resources assigned to the collection and maintenance of public place bins, and adjust where this can be justified.

Council will also commit to repairing and maintaining public place bins in good and workable condition on an ongoing basis.

Commercial waste

Council does not directly manage any commercial waste, except for tearoom waste and recycling from some businesses external to the CBD.

This tearoom waste is collected as part of the kerbside collection, and these businesses receive the same service as households.

The intent of this is not for Council to manage the 'business' type waste, but to provide an easy to use and cost effective method for businesses dealing with small amounts of nonindustrial or non-hazardous waste.

Council is striving to improve communication with businesses to increase promotion of local recycling services.

Detox Your Home

This service provides a safe, free and easy-to-use way for residents to dispose of common households chemicals.

It is dangerous to put chemicals in the regular rubbish bin, as they may explode, ignite or leak. Pouring chemicals down the drain will pollute waterways, potentially contaminating drinking water supply and making rivers and beaches unsafe for swimming.

Council will work with Sustainability Victoria (SV) to ensure this annual collection continues in the future, as a valuable service to our community.

Cleanaway currently hosts a Detox Your Home permanent site. This service is funded by SV and is supported and promoted by Council. This site accepts low toxicity, high density products such as batteries, and paint, E-waste and fluorescent lights, for no charge to households.

Businesses are charged a fee for disposing of these products at the site. Some businesses believe that this charge is prohibitive, and opt to deliver material to a landfill. As the permanent site is ultimately funded by

taxpayers, it raises the possibility that Sustainability Victoria could review covering the cost of businesses using this site to recycle materials used in their operations.

Council will also continue to support and promote Detox Your Home and encourage businesses to use the service. Council will work with Sustainability Victoria to ensure this program continues.

DrumMuster

DrumMuster provides Australian agricultural and veterinary chemical users with a collection scheme, funded by levies imposed on the sale of farm chemicals and collected by AgStewardship.

The scheme has proven successful over a number of years in removing a large number of containers from the waste stream, and reducing the amount of illegal and inappropriate disposal, while recycling significant amounts of metal and plastic.

Warrnambool's local DrumMuster Agent Cob and Co has recycled over 35,000 drums since inception.

Commercial waste services

There are a number of commercial waste services operating in Warrnambool.

These services form an important part of the local waste and resource recovery management sector. They allow for the management of most waste streams from commercial, industrial, construction and private sectors.

Recycling opportunities have increased significantly in Warrnambool over the past five to 10 years, providing the potential for cost savings and environmentally responsible processes for businesses.

Council's Warrnambool Recycling & Disposal Services Directory provides a comprehensive snapshot of recycling services available locally, regionally and further afield, where there are no options closer to home.

The directory is updated annually to take into account changes in recycling markets and residents' inquiries



Receiving and sorting
material (waste and
recycling) transfer stations

Warrnambool is home to three transfer stations and a resource recovery business:

Cleanaway – 355 Koroit St, Warrnambool

Cleanaway hosts the Detox Your Home Permanent site and is open to the general public seven days a week.

It accepts:

- Co-mingled recycling
- Cardboard and paper
- E-waste (TVs, phones, computers and monitors)
- Fluoro Lights
- Clean fill (any combination of soil, sand, bricks, concrete, tiles and rocks)
- Green waste
- Timber
- Plaster
- General waste
- Mattresses
- Tyres (all sizes)
- Oil
- Polystyrene
- Scrap metal
- Whitegoods
- Batteries

Warrnambool Transfer Station / Barton's Waste Collection – 20 Harrington Rd.

Open to the general public seven days a week.

It accepts:

- General waste
- Green waste
- Oil
- Bricks, soil, concrete (clean fill)
- Recyclables (bottles, paper, cardboard, glass, plastic, cans)
- Mattresses
- Scrap metal

Westvic Waste and Recycling – 3 Hammond Place

Westvic is open to the general public seven days a week.

It accepts:

- Building & Construction Waste
- Car batteries
- Cardboard
- Comingled recyclables (yellow top bins) - aluminium cans, paper, plastic and glass bottles
- Green waste
- eWaste
- Household rubbish

- Motor oil
- Scrap metal
- Soil and clean fill
- Whitegoods.

Cob and Co Recycling – 25 Dickson St

Cob and Co Recyclers accepts:

- Lead acid batteries
- Chemical drums (DrumMuster agent)
- Aluminium cans and scrap
- Iron and steel
- Paper and cardboard – commercial quantities only
- Plastics – “Bulka” bags.

Reuse and resource recovery facilities and services

Warrnambool's reuse and resource recovery facilities and services are provided through a variety of options.

In the absence of a dedicated facility there is an ever expanding jigsaw of services provided by many organisations.

These services include:

- Transfer stations
- Metal merchants
- Recyclers of plastics
- Charity Bins and Opportunity shops
- Disability Enterprises
- Supermarkets
- Detox Your Home
- MobileMuster
- Community organisations; Warrnambool Community Garden, Unpackaged and SWAPIT
- Cartridges 4 Planet Ark
- REDcycle
- Terracycle
- Seal the Loop
- Garage sales
- Car boot sales
- Warrnambool Buy /Swap/Sell Facebook page

E-waste

Western District Employment Access (WDEA), provides electronic waste (e-Waste) recycling for Warrnambool and the south west region.

E-Waste consists of old, end-of-life or discarded appliances or electrical devices. It includes computers and accessories, mobile phones, televisions and other electrical appliances.

WDEA offers meaningful employment opportunities for people with a disability. Workers at WDEA help to disassemble electrical items. These components are then sorted, packed and sent to factories across Australia for repurposing. WDEA is part of the National Television and Computer Recycling Scheme (NTCRS), through its The National E-Waste Alliance (NEWA) membership.

The NEWA exists to better enable Australian Disability Enterprises (ADEs) to create financially viable, sustainable e-Waste recycling businesses, whilst providing ongoing employment. NEWA establishes markets for the e-Waste product with buyers who are certified or able to prove their downstream markets. Under the NTCRS this movement of e-Waste commodity is very closely monitored and subject to international laws.

The BASEL Convention – of which Australia is a signatory, prevents the movement of e-Waste to non OECD countries, where strict environmental standards are not maintained. NEWA is able to provide full reporting on commodity movement.

E-waste can be sorted, packed and recycled. WDEA provides a valuable recycling service for local businesses, and recycle 225 tonnes of e-Waste from the south west region each year. WDEA is an integral part of recycling solutions for Warrnambool, creating a viable option for safe and environmentally sound recycling of electronic items. The council will continue to promote and support Western District Employment Access and other not-for-profits offering recycling services.

Managing past legacies

Council records dating back to 1910, show that over the years many waste disposal sites have operated throughout Warrnambool.

Sites have included Ryot Street, Levys Point, Fletcher Jones Quarry site, Macdonald Street (trotting track), Harris Street, the Warrnambool Cricket and Recreation Reserve, and the Fitzroy Road quarry.

These sites are now considered inert and many have become valuable community assets in the form of sports grounds, habitat, and areas of recreation. Council's most recent landfill site is known as

Braithwaite Street. The site was used as a landfill for the disposal of domestic garbage, putrescible waste, solid inert waste and limited prescribed waste, from 26 March 1982 to 25 August 1999.

After its closure, the EPA issued a Pollution Abatement Notice (PAN) for the rehabilitation and aftercare management of the site. The site has been rehabilitated, and Council has complied with all aspects of the after-care management plan and EPA requirements.

An updated Post-Closure PAN was issued by the EPA in 2017, to address environmental risks and impacts. The PAN requirements include monitoring, and the prevention of escaping landfill gases, the monitoring and collection of leachate (liquid arising from garbage decomposition), and the continuation of environmental audits.

The drainage line that runs through the middle of the landfill to a sump at the toe of the landfill, collects leachate. This leachate is then pumped back onto the cap of the landfill via a solar pump, where it is irrigated onto the cap. This system works well, except during inundation of the floodplain at the toe of the landfill. Works to separate the floodwaters from the leachate sump will occur in the near future.

Ten bio-filters have been installed at the site to reduce the concentration of methane as it escapes to the atmosphere. Bio-filters are attached to landfill gas vents, monitoring bores, and old fire hydrant sites. The science is simple but ingenious. Methanogenic bugs live in organic mulch matter that is kept damp. In the presence of methane, these bugs digest the methane and convert it to a less potent greenhouse gas.

Council is also required to provide the EPA with an annual statement of compliance concerning each of the PAN requirement. It is expected that a Post-Closure PAN will remain in place until such time as there is no evidence of any landfill gas or leachate being generated by the site.

Council will continue to carry out its responsibilities at the Braithwaite Street former landfill site, as required by the EPA Post Closure Pollution Abatement Notice, until such time as the site is deemed inert. There is an adjoining wetland which plays a locally important environmental role, and should not be developed or used for grazing.

Education and awareness programs

The Warrnambool City Council currently develops and provides awareness and education material for the community via print, radio, posters, fridge magnets and social media, and the Council's website.

An annual recycling calendar is produced and typically focusses on improving recycling and decreasing contamination. The calendar has taken on different



forms including the Sustainability Calendar, DL brochures, A5 cards with magnets for the fridge and a comprehensive resource recovery and waste disposal booklet.

Education and awareness programs are often delivered in partnership with community groups. Warrnambool Community Garden hosted the Dirty Weekend over a six year period, and continues to provide workshops educating the community about composting, worm farming and other waste reduction and recycling initiatives, primarily related to food waste.

The Plastic Free Alliance is another example where the council has worked with local environmental groups, (including Fishcare South West and Friends of the Merri River Marine Sanctuary) to run events and work with schools to raise awareness of the impact of single-use plastics on the marine environment.

Council has partnered with the Regional Waste Management Group and other South West councils on several projects and campaigns. This helps achieve economies of scale when running education messages through the media. It also ensures consistent messaging across councils. The role of the regional group is considered essential in this area. Education has a critical role in the success of behaviour change initiatives (such as reducing contamination rates in kerbside collection, waste avoidance, service changes and litter reduction programs.)

Education is key to ensuring the success of any changes to the kerbside collection service. The council currently invests about \$30,000 annually in waste education and awareness programs.

This budget also funds small infrastructure grants for schools and organisations for recycling and waste avoidance initiatives. Resource recovery and waste education in schools is currently carried out through the Healthy Moves program. This program works with all primary schools, to facilitate sustainable transport behaviours in students. The program provides excellent networking opportunities for waste minimisation initiatives in schools, and has provided the council with an opportunity to promote and educate students about sustainability.

The 2020 Healthy Moves Workshop, saw students from 10 Warrnambool primary schools developing plans for sustainable transport events at their school.

Council provides support to secondary schools on an 'as needs basis.' Secondary schools education and engagement would benefit from a more strategic approach. Council could also review support of the AusVic Resourcesmart Victorian Government sustainability program in schools.

Council needs to review its current Waste and Litter Education Strategy and develop a program for implementation over the life of the plan. Information and needs will also be fed into the regional education strategy, partnering in regional campaigns to gain cooperative benefits.

Education and awareness campaigns can be for the provision of basic information or for specific and targeted campaigns. Sustainability Victoria provided funding in 2016 to devise a project to work with the international worker audience in Warrnambool to improve resource recovery.

The project involved developing communication material in different languages and facilitating a focus group where the participants were interviewed about the waste management systems in operation in their home countries.

This provided valuable information for working with this group and valuable learnings about not making assumptions about any audience. This project is ongoing with the next step to involve developing a video in different languages about the kerbside collection, and posting this on relevant social media platforms.

Data will be important in providing valuable information for the direction of the plan. Regular kerbside and public place bin audits will be undertaken to inform the plan. The development and implementation plan will address specific campaigns and the most appropriate method of delivering these. The plan will also allow for flexibility when grant opportunities arise in this area, and provide a program for ongoing and regular education in some areas such as the correct use of kerbside recycling and FOGO bins.

Managing other waste streams

Hard waste or bulky items

Hard waste is the non-putrescible waste that is too large to fit into a garbage bin.

Examples include furniture, household appliances, metals, old white goods, old tools and car parts.

Opportunity shops must be acknowledged for their part in receiving and recycling hard waste and clothing. Warrnambool boasts seven opportunity shops in its CBD, and the Big R's Shed, in the industrial estate.

Established in 2019, this not for profit enterprise is owned and operated by WDEA. It offers an important service to the community, through the resale of second-hand goods, including electrical, sporting, homewares and furniture, and employment opportunities for people with disabilities. This site diverts hard rubbish from landfill.

There is a swapping cooperative established at the Baptist Church in the CBD, which provides an outlet for the swapping of children's clothing, toys and equipment. Most of these outlets are associated with charities, and the shops provide funding for the charity.

A major problem however, is the dumping of items at these premises that cannot be resold. This creates an ongoing burden for these charities, with a number facing disposal costs of around \$20,000 annually.

WDEA installed a number of clothing and toy bins across the City. This material is sold to Southern Cross Recyclers (SCR) who on-sell it to markets across the world.

Mattresses are accepted at most transfer stations for a fee. Some transfer stations recycle the mattress, others are disposed of to landfill. Opportunity shops may also accept and even collect mattresses that are in good condition

Garage Sales form a robust and vibrant city-wide method for the recycling of hard waste and other household items. On any given Saturday morning across the municipality there are 10-20+ garage sales occurring (usually more in spring and early summer).

The Garage Sale Trail is a nation-wide initiative which was trialled in Warrnambool in 2015. It was not a successful event due to the already healthy local garage sale industry. However, the council will support and promote these type of reuse events wherever possible and keep abreast of initiatives such as the Garage Sale Trail, if relevant opportunities arise.

Social media is also responsible for an increase in hard waste recycling in the City. Facebook pages such as Warrnambool Buy Swap Sell are facilitating the diversion of a significant amount of material from landfill, and also providing an income for sellers of items. Council is also aware of Reuse or Tip shops operating in other municipalities.

These facilities seem to work best when they are situated at a transfer station or landfill, as the items can be assessed prior to disposal and any items identified as saleable can be recovered before reaching the disposal site.

The Eaglehawk Eco-Centre in Bendigo, is a successful business diverting much hard waste from landfill. However, there are a number of unsustainable tip shops in operation that have become a burden on the local council's finances.

An interesting model is in operation at the Anglesea Landfill, whereby community groups run the shop on a roster basis, similar to the warehouse/supermarket barbecue model. This seems to work well in this community, however it requires a paid staff member and support from Council to ensure a sustainable business. This council is interested in exploring a sustainable model but lack of a site at a transfer station is another barrier to establishing this type of operation successfully.

The approach to hard waste management by councils varies considerably. The modern version of the hard waste service that many councils are moving to is a fee for service program. This is seen as more equitable as it does not distribute individual costs over the rate base.

Hard waste is disposed of illegally more prolifically in some areas of Warrnambool than others. Council removes these items on an ad-hoc basis, but consideration could be given to a more sustainable and proactive approach to dealing with the problem.

Council previously considered hard waste collections, however in consultation with the community, the majority of residents were unwilling to pay for the service.

Council will identify if there is a need to work with relevant stakeholders to develop a proactive approach to managing the habitual dumping of hard waste in specific neighbourhoods within the municipality.

Construction and demolition waste

The transfer stations in Warrnambool accept and manage most of the construction and demolition waste generated in the town, some of which is landfilled and some recycled.

Some industries recycle waste materials generated through their own operations for reuse, such as concrete.

Council operations invest a percentage of the savings made through recycling into further recycling innovations. An example of this is the sifting of material collected through road sweeping. The rubbish is sorted from the organic material, which is then mulched and used as fill. This has led to significant savings in landfill costs, and better environmental outcomes.

Council engineers are currently researching methods of recycling the material that is recovered during road rehabilitation projects. It is envisaged that this material will be reused in other pavement works in the future, reducing the amount of virgin material that is required for this work.

Council will continue to seek opportunities to recycle and recover construction and demolition materials where there are environmental and financial benefits.

Litter and illegal dumping

Littering and illegal dumping is an issue of concern, given the number of environmentally sensitive areas, waterways and the marine environment in Warrnambool.

Illegal dumping hot spots are often locations that are environmentally important.

Council treats littering and illegal dumping seriously, and local laws officers investigate all complaints and information received. Legal action has been taken in the past where offenders have been identified and prosecuted. The EPA act provides for significant penalties.

The community can assist council by reporting, and where possible identifying offenders. Council will undertake training opportunities and trial strategies to deter illegal dumping.

Events such as Clean Up Australia Day, help to highlight the issue of dumping and littering, encouraging feelings of community ownership of these natural areas, whilst assisting with the physical removal of rubbish.

Council will continue to coordinate Clean Up Australia Day events, and encourage and support schools and community groups to take part in smaller-scale clean ups throughout the year.



A vision for the future



Avoid

Avoiding waste generation in the first instance is the best way for the City of Warrnambool to reduce its environmental impact, adapt to climate change, and future-proof ratepayers against the rising cost of landfill disposal.

Avoiding and reducing waste does not necessarily equate to a reduction in consumerism and overall economic growth.

Avoiding waste means being smart about purchases and being a responsible consumers who consider some or all of the following:

- Unnecessary packaging
- Using reusable bags when shopping
- Shopping at a local market
- Grows some of their own food
- Composts / worm farms
- Plans meals to avoid food waste
- Uses leftovers in other dishes
- Frequents retail outlets which focus on sustainability and buys gifts and products made from recycled materials
- Aims to live plastic-free
- Frequents opportunity shops.

Reduce and reuse

The Warrnambool Community Garden, Unpackaged, SWAPIT and Loop Studio are four local community organisations dedicated to the reduction and minimisation of waste.

The Community Garden and HUB are living examples of projects which promote sustainable living.

The Garden runs workshops on many different topics related to sustainable lifestyles and welcomes members of the public to these events. At the Garden, the HUB and the new shelter exemplify sustainable building principles, including orientation of the buildings, building materials, and even a worm composting toilet on-site.

All organic material generated at the site is composted or fed to the numerous chickens, the chicken manure and compost are used on the gardens, contributing to the bountiful crops harvested from the individual and community plots. Vegetables from the community plot are shared with the community during cooking lessons and community lunches.

The Community Garden also partners with other organisations to help reduce and avoid waste in the broader community. Water authority, Wannon Water, collects food scraps from its offices which are composted at the Garden. Another initiative is live Christmas tree recycling. This is a free service where residents drop their trees off for free at the garden, where they are chipped by Council and the mulch is then used at the garden.

Unpackaged Food Co-operative runs every Friday afternoon from the Uniting Church located in Warrnambool's city centre. It is operated voluntarily on a roster basis. It was created so that food and other goods could be purchased collectively without unnecessary packaging. Where possible, items are bought in bulk, are Australian made or Fairtrade, organic and purchased locally. Members bring their own containers and purchase the bulk goods, which are weighed to determine price.

SWAPIT is a children's clothing exchange operated via



the Baptist Church which now has over 200 members. SWAPIT uses a token system, whereby parents can exchange clean clothes and children's furniture, for other items previously exchanged. SWAPIT is also run entirely by volunteers.

Council has an important role in this space, in terms of educating the community about ways of avoiding waste, and promoting waste avoidance initiatives and campaigns. Also partnering with organisations to run workshops and working with schools and businesses to educate and assist them to understand their role in this journey.

The council also actively supports the Ban the Bag campaign and The Plastic Free Alliance; community groups working collaboratively to reduce the amount of single use plastics consumed and ending up in our waterways.

Recycle

In 2017, the waste and recycling industry came under heavy media scrutiny.

A number of problems were highlighted and governments moved quickly to address issues by developing guidelines for the management and storage of recyclable and waste materials. The result of the media exposure revealed Australians were interested in how their recycling was processed.

In the 2020-2021 financial year, the Warrnambool community generated 5432 tonnes of putrescible waste through kerbside collections, and 6279 tonnes of FOGO, 3153 tonnes of recycling, and 413 tonnes of glass were collected. This represents a 64% Diversion Rate.

The most recent, all-stream kerbside audit was conducted in 2018, as part of the BSWWRRG Regional Kerbside Waste Audit. The audit sampled waste and recycling bins from 128 tenements in Warrnambool, recording weight, composition and contamination levels. Results were presented individually by council, in comparison with each other, and collectively as a performance indicator for the region.

Despite the audit taking place prior to the introduction of the FOGO service in Warrnambool, the results are still relevant today, and served as a key driver for the introduction of the FOGO service in 2019.

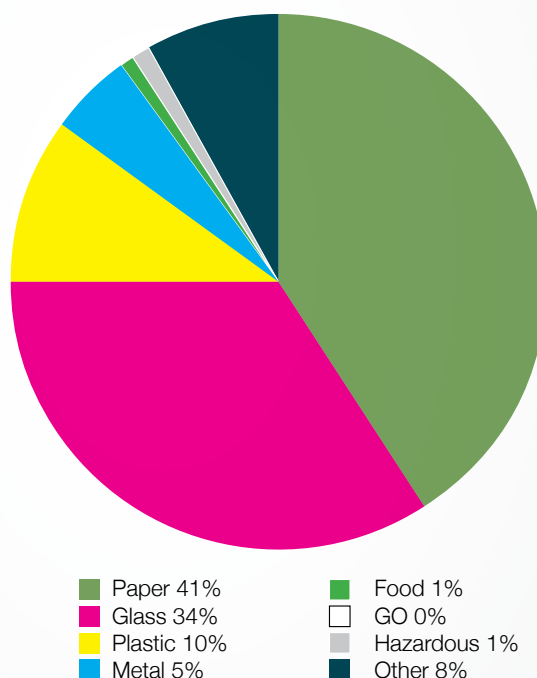


Chart 4 : Warrnambool's Recycling Stream composition by weight

Source: BSWWRRG Regional Kerbside Audit 2018

As mentioned earlier, a separate FOGO audit was performed in 2021, (Council FOGO Waste Audit 2021). Of the 1.86 tonnes collected, by weight, 74.5% was garden waste, 23% food waste and 1.1% contamination. Council would like to see an increase in the amount of food waste in the stream, as it made up 34% of the general waste composition in the 2018 audit. Plans for a targeted food waste campaign are underway, aimed at increased food waste inclusion and keeping contamination rates low.

A follow -up, all-stream regional kerbside audit is scheduled for the 2021-22 financial year. These results will provide valuable information on Warrnambool's landfill and recycling performance, gains and losses since the last audit, and highlight areas where education is most needed.

Organics

Within the total volume of organics, garden organics represent a significant but variable component of the residual waste stream.

The volume of garden organics naturally fluctuates seasonally, typically peaking in spring early summer and autumn.

Recycle and disposal - next practice kerbside collection

Council was concerned with the wind blown litter caused by overflowing garbage bins and bins blowing over during extreme weather events.

A rubber lid latch was made standard on the new comingled recycling bins distributed through the city in 2020. The latch reduces wind-blown litter, by keeping lids closed until they are emptied.

A split system collection vehicle, with separate hoppers for waste and recycling is used in the outer regions of Warrnambool – (Bushfield and Woodford). The advantages of this system is that only one vehicle moves past a property in an evening, improving efficiency, and minimising disturbance to the resident. An educational campaign was launched at the start of their use to address misconceptions in the community that materials weren't being recycled properly.

Multi-unit dwellings or high density living is increasing in Warrnambool, therefore the kerbside collection must adapt, and provide flexible options for these types of developments. Many of these higher density developments can be problematic to provide efficient waste services, as roads do not have sufficient width and turning room for garbage trucks to enter and manoeuvre.

Council will require developers to carefully consider the layout of new developments and give consideration to access roads and storage locations for bins, or skips. This will assist with reducing the number of bins being placed on the roadside, which can create safety, health and amenity issues such as blown litter.

Permit conditions requiring a Waste Management Plan, will be included in planning and subdivision permits, for higher density, multi-unit developments, and subdivisions generally. This will require approval prior to the commencement of the development and the permit being issued.

Council will reserve the right to not collect from a development where waste management has not been adequately catered for.

Warrnambool has had in place a night time collection for over 30 years, which is met with majority community acceptance. Council believes that the benefits of this arrangement are increased safety, efficiency of collection and improved amenity. The collection trucks are able to undertake their work without having to negotiate vehicle traffic, pedestrians and cyclists. This provides a safer and more efficient collection run. There are also 14 schools across Warrnambool with numerous school crossings. It is of benefit to the Warrnambool community for students to be travelling to school without garbage trucks on residential streets. There have been a number of accidents involving pedestrians, cyclists and garbage trucks in other municipalities.



Recover - new technologies

Waste management and resource recovery activities are being impacted by technological advances which are providing greater efficiencies and will ultimately change many of the current practices.

As Smart Cities thinking becomes more normalised, the use of smart technology in our bins and trucks could revolutionise waste minimisation and recycling in Warrnambool.

Collection systems are now using smart chip technology embedded in kerbside bins which can contain information about the bin ownership and service entitlement.

Systems also exist that provide for a truck's bin lifting arm to weigh the material being collected, which along with chip technology enables a pay by weight system. Improved and innovative information technology is assisting record management and information flow and storage. Advances in truck design are enabling larger transfer volumes to be moved longer distances to disposal at material sorting sites. Moving floor and compaction design will improve transport efficiency.

Improved technology in recyclable material sorting facilities is enabling a greater range of materials to be sorted, and improving the viability of recycling the material. Reuse options such as using polystyrene in lightweight concrete, pavers and surf board manufacture have been assisted by technological innovations.

Landfill operations are also impacted where the use of improved cell liners and the capture and conversion of gas to electricity are examples. Landfill gas and leachate monitoring systems are becoming more sophisticated and a requirement in operating recently closed licenced landfills.

Investigations and trials are being undertaken on a number of waste to energy technologies, which if successful could be used on an individual industry application, or by communities where appropriate.

Waste to energy is prevalent in some areas of the world, and is already in operation in some industries in Australia. In the past there were difficulties establishing waste to energy solutions using municipal waste. These included a lack of significant drivers (landfill levy is too low, European Union landfill levies are significantly higher and their policy and legislation around landfill bans and waste reduction are significantly stronger).

Emerging technologies will be required if Council is to achieve zero waste to landfill by 2040.

This aspiration is bold, and will require significant investigation and collaboration with industry specialists, such as Deakin University, the business community, major waste producers in Warrnambool, and importantly the wider community.

It is likely that aggregation of waste streams from these sources will be required to capture sufficient tonnages of landfill waste to ensure a new technology is financially viable.

There is an opportunity for Council to show leadership in this area, by leading this project for the region, to aggregate waste streams.

In this rapidly changing area, waste is now a commodity and a waste to energy project is an option that should be investigated by Council. The waste hierarchy must also be considered. If recycling and reuse are higher ends than recovery, then once all of the recyclables and organics are removed from the municipal waste, in an ideal world, there would not be much residual waste left. There is also research being undertaken to develop "in vessel" technology for the processing of mixed organics, both domestic and commercial into a valuable compost resource.

Opportunities for regional cooperation and economies of scale

A number of opportunities exist for improved regional cooperation, resulting in consistent standards, policies and education across the region, as well as opportunities for financial benefits arising from economies of scale.

The state and regional plans and the Council Plan all highlight joint procurement as a high priority, where it makes sense.

Council's membership of the Barwon South West Waste and Resource Recovery Group facilitates such opportunities. Community education is a critical ingredient in resource recovery and waste management. Newspaper and television exposure across the region is more cost effective when undertaken on a regional basis.

It is valuable to have common standards such as kerbside bin sizes, lid colours and acceptable deposited material standards. Joint procurement of products such as bins, kitchen waste caddies and liners also offers potential savings from economies of scale.

The joint tendering of service provision such as kerbside collection, landfill provision, recyclables sorting and purchase and organics processing, are potential areas for regional cooperation. Purchasing of radio and/or television air time for education and program marketing is also an area suitable for joint procurement initiatives. The council has participated in preliminary discussions with Corangamite and Moyne Shires in relation to joint procurement options. There are many challenges, particularly in relation to timing of existing individual council contracts, and the structure of the regional cooperation model.

Council will continue to explore opportunities for regional cooperation and the realising of financial and social advantages through economies of scale.

Rethink plastic bag use - reduction or plastic bag-free

Warrnambool is surrounded by waterways, and within its boundaries; a Southern Right Whale nursery, the Merri Marine Sanctuary and Middle Island, an important breeding site for Little Penguins.

There have been many documented instances of the deadly impact of plastic bags on marine life. The Council therefore strongly supports the reduction in the use of plastic bags in the Warrnambool community. Plastic bags are also a contaminant in both kerbside recycling and organics collection bins. Plastic bags take many years to break down in the waste stream and in the environment.

The Victorian Government introduced a ban on thin plastic or single-use plastic bags in 2019. The response from retailers and the community has been largely positive, with many retailers providing reusable fabric bags, recyclable paper carry bags, and sturdier reusable plastic bags for a fee.

REDcycle is a soft plastic recycling initiative that was introduced in 2011. Based on a product stewardship model, this partnership between manufacturers, retailers and consumers, aims to reduce the amount of plastic packaging going to landfill.

Soft plastics cannot be recycled through the kerbside service. Major supermarkets now act as collection points for these materials, such as: biscuit packets, bread bags, cereal bags, pasta, frozen food bags and old reusable bags.

The plastic is collected, sorted, and repurposed into recycled-plastic products, like outdoor furniture, bollards, and signage.
www.redcycle.net.au

Treat and dispose - landfill bans

In recognition of the growing amount of e-waste in landfill, and the hazardous and valuable nature of these materials, the Victorian Government banned all e-waste from landfill on July 1, 2019.

Other landfill bans are also a possibility in the future, as an added legislative measure to reduce waste to landfill and to keep undesirable or valuable materials out of landfill. Bans are also used as a mechanism to drive markets, for example, in areas of the United States and Europe organics are banned from landfill to drive the waste to energy industry.

Container Deposit Scheme

As part of the Victorian Governments response to the Recycling Crisis, and Recycling Victoria: A new economy policy, a Container Deposit Scheme (CDS) will be introduced by 2023.

The program will work like those in other Australian states, where the cost of recycling the containers is embedded in the purchase price, the on-going costs are covered by the beverage supplier, the Government will assist businesses with initial start-up costs, and a variety of vending machines, and refund points will be established across the community, to make the return of recyclables convenient for the consumer.

The scheme aims to address beverage related litter, which makes up nearly half of Victoria's litter, improve recycling rates, and reduce the need to use virgin materials for container manufacturing.

Source: www.vic.gov.au/container-deposit-scheme

Product stewardship

The Australian Packaging Covenant (APC) is a sustainable packaging initiative which aims to change the culture of business to design more sustainable packaging, increase recycling rates and reduce packaging litter.

The APC is an agreement between government and industry to find solutions to address sustainability issues. Through the APC, industry agrees to take a leading role in managing the impact of its packaging.

Organisations sign the Covenant to signal their commitment. An example of the APC's endeavours is a current collaboration to reduce coffee cup impact. The aim of this project is to improve recyclability of multi-material products such as disposable coffee cups. Whilst the intent of the APC is excellent, it is voluntary for many manufacturers to sign-up. It is also unlikely that many manufacturers will change without a harder line approach (eg: legislation) if the company's bottom line may be affected.

Council believes that product stewardship should be mandatory across a much broader range of products. MobileMuster and Cartridges for Planet Ark are examples of successful programs, where recycling of the product is paid for at the point of purchase.

Fluorocycle is also a great initiative, aiming to facilitate companies to take responsibility for products that are part of their business model and profit. Paying for recycling when disposing of a product however still allows for the consumer to make a choice – To pay or not to pay? - To recycle or not to recycle? Paying for recycling at the point of purchase alleviates any need for the consumer or business to put the bottom line before the preferred environmental outcome.



Measuring performance

There are a number of criteria to consider when measuring the performance of Warrnambool in relation to waste and resource recovery.

Waste minimisation

Measured by:

- Annual waste generation comparison measured in kilograms generated per tenement.
- Adoption of campaigns such as 'Ban the Bag', Boomerang Bags.

Resource recovery

Measured by:

- Captured for Council's kerbside collection through Diversion Rate. Sustainability Victoria (SV) and the EPA require mandatory local government reporting about waste management services and data on the amount of material that is diverted from landfill

Diversion Rate

Calculated by adding together the total tonnage of material collected through the kerbside collection of each council, then dividing it by the amount of material that is recovered or diverted from landfill.

SV publish an annual report comparing local government diversion rates across the state.

Ongoing performance can be measured by:

- Comparison of annual WCC Diversion Rate against similar Council's averages and all councils' averages – LGRF.

Presence of litter in the City, and the community's perception of this. Measured by:

- Number of customer complaints re: litter in parks, open spaces, illegal dumping.
- Number of litter fines issued in a given timeframe.
- Use of VLAA litter tool in litter hotspots before and after any litter campaigns.

Contractor's internal performance

Measured by:

- Audits of internal processes
- Number of complaints.

Reduction in greenhouse gas emissions.

Measured by:

- Waste to landfill figures.
- Improvements in technology and fuel usage of collection and transport vehicles.

- Reduction in transport kilometres due to improvements in collection scheduling and joint procurement.
- Increase in number of bio filters processing landfill gas from 2017 levels.

Number of people visiting the waste page on council's website. Measured by:

- Number of webpage hits

Increase in number of public place recycling bins. Measured by:

- Increase from 2017 levels.
- Capturing public place recycling material data.

Contamination in kerbside bins. Measured by:

- Kerbside bin audits

Residents' satisfaction with the kerbside collection service. Measured by:

Annual independent community satisfaction surveys conducted for all Victorian councils. The telephone surveys measure community views about their council's performance in a number of areas, including waste management and environmental sustainability.

Respondents are also asked how they rate these issues in importance against other services provided by councils. The survey is conducted by the Department of Environment, Land, Water and Planning. Local residents and ratepayers in each municipality over 18 years of age are selected at random. Findings are compared against those of similar councils and state-wide averages.

Warrnambool's 2021 performance index score was 82, up from 79 in 2020. This score is on par with state-wide and regional centre averages. In terms of performance in waste management, Warrnambool has an index score of 71, up from 66 in 2020. This is above the state-wide and regional center average of 69.

Performance against the criteria listed in this section will be reported annually to Council.





What we will do

Council commits to the following actions over 2021-2025

1. Commit to waste management initiatives that achieve a combined economic and environmental benefit wherever possible.

Action

- 1.1 Identify waste management practices and systems that reduce costs and improve environmental outcomes.

2. Achieve zero waste to landfill by 2040.

Action

- 2.1 Investigate new technologies that produce electricity and/or other commodities, in preference to sending waste to landfill.
- 2.2 Continue to divert materials from landfill via the FOGO and recycling service, and promote the use of compostable packaging.
- 2.3 Reduce contamination rates in Warrnambool, by undertaking regular waste stream audits, to identify fluctuations in contamination levels, and key areas of concern.
- 2.4 Work in collaboration with the Cloth Nappy Library, parents groups, and the community to promote the use of cloth over disposal nappies.

3. Embrace the overarching need to minimise waste to protect the environment and reduce the cost of waste management to ratepayers.

Action

- 3.1 Undertake relevant education programs in consultation with the community.
- 3.2 Continue to support community-driven initiatives that provide alternatives to plastic bag use, including the Boomerang Bag initiative.
- 3.3 Promote and support Western District Employment Access, and other not-for-profits working in the recycling sector, through the annual updating of the Recycle Directory.
- 3.4 Maintain fortnightly garbage collection.

4. Promote and advocate for the development of local recycling processing, to reduce reliance on metropolitan processors, and reduce transport costs and environmental impacts.

Action

- 4.1 Promote Warrnambool as a potential site for local recycling processing.

5. Work with neighbouring councils, businesses and the community to aggregate waste streams where possible, to facilitate new technologies in waste management, and realise the financial and other advantages of economies of scale.

Action

- 5.1 Identify councils with a shared interest in collaborative procurement opportunities.
- 5.2 Maintain relationships with regional councils, for future collaboration and consultation opportunities.

6. Pursue external funding to facilitate waste management initiatives and programs.

Action

- 6.1 Actively pursue external funding as grant opportunities become available.

7. Consult the community on changes to Council's waste management practices.

Action

- 7.1 Undertake community consultation in relation to significant changes to Council's waste management practices, to inform waste programs.
- 7.2 Develop and deliver educational programs to maintain and improve waste management in the municipality.

8. Recognise the regional role Warrnambool plays in waste management, including active participation in regional waste forums.

Action

- 8.1 Continue to assist neighbouring councils with their transition to the 4-bin system, by sharing resources and information.
- 8.2 Provide a leadership and advocacy on regional waste matters

9. Introduce measures to reduce illegal dumping of rubbish.

Action

- 9.1 Investigate and implement closed circuit television in illegal dumping hot spots.
- 9.2 Take enforcement action and issue fines, where perpetrators of illegal dumping can be identified.
- 9.3 Undertake community awareness and education campaigns in relation to illegal dumping
- 9.4 Work with the EPA to educate, inform and report illegal dumping

10. Ensure waste management charges and service provisions to businesses are equitable and consistent.

Action

- 10.1 Prior to commencement of a new kerbside collection contract, conduct a review of commercial waste management services, in consultation with businesses and other stakeholders.
- 10.2 Engage with businesses to increase promotion of local recycling services and opportunities for waste reduction, and circular economy thinking.

11. Provide infrastructure that improves stormwater systems, to reduce adverse environmental impacts or litter in stormwater systems, and the environment

Action

- 11.1 Identify stormwater systems requiring improvement to manage litter, and plan for delivery in line with the annual budget process.
- 11.2 Upon the completion of the "drain buddies trial", evaluate the effectiveness of the infrastructure, to reduce litter in stormwater reaching the environment. Give consideration to adopting the scheme across the municipality.

12. Develop programs in collaboration with community groups to reduce dog droppings in public spaces.

Action

- 12.1 Increase infrastructure and signage where appropriate for the disposal of dog droppings in open space areas, where possible.
- 12.2 Conduct regular patrols by local laws officers in open space areas to reduce dog droppings.
- 12.3 Conduct on-going education campaigns, to reduce dog droppings in public open spaces.

13. Work collaboratively with event organisers to reduce waste at public events.

Action

- 13.1 Promote the zero waste event plan.
- 13.2 Promote and advocate for compostable packaging at events.
- 13.3 Ensure public place bins are fit for purpose, adequate to serve the needs of the community, and economically sustainable.

14. Ensure night time kerbside collection is fit for purpose.

Action

- 14.1 Consider the appropriateness or otherwise, of

the night time collection in future kerbside collection contracts.

- 14.2 Undertake community and stakeholder consultation as part of this strategy, on the night time collection, to inform future kerbside collection contracts.

15. Seek opportunities to recycle and recover construction and demolition materials.

Action

- 15.1 Collaborate with the construction industry for a reduction of waste, and improved methods of disposal and resource recovery.

16. Encourage and support school and community groups to be involved in waste initiatives.

Action

- 16.1 Continue to support the Big R sustainable reuse shed in Albert Street, for the reuse of large hard rubbish items.
- 16.2 Work with Sustainability Victoria (SV) to ensure the Detox Your Home annual collection continues.
- 16.3 Support and promote the Detox Your Home permanent site in Warrnambool, and encourage businesses to use the service.
- 16.4 Continue to coordinate Clean Up Australia Day events.
- 16.5 Support and promote the benefits of the Cloth Nappy Library to reduce disposable nappy use.

17. Adopt the state-wide Container Deposit Scheme, when it is introduced in 2023.

Action

- 17.1 Make preparation for the scheme within the municipality.
- 17.2 Upon adoption of the Container Deposit Scheme, review glass kerbside collection frequency.

18. Meet responsibilities in relation to Braithwaite Street former landfill site, as required by the EPA Post Closure Pollution Abatement Notice.

Action

- 18.1 Undertake ongoing monitoring in consultation with the Environment Protection Authority (EPA).
- 18.2 In the Councils annual budget, make provisions to ensure the closed landfill meets its legal requirements.

19. (quote from objective)

- 19.1 Gather the required information, including cost and benefit of a 6-monthly, weekly FOGO collection, between September and April. Report to Council for decision to proceed.
- 19.2 If approved in principle by Council, undertake community consultation and report results to Council.

20. (quote from objective)

- 20.1 When the container deposit scheme is implemented, review fortnightly glass collection, and consider reducing to monthly.

7.7. ADVISORY COMMITTEE /REFERENCE GROUP REPORTS

DIRECTORATE : Executive Services

PURPOSE

This report contains the record of one Reference Group meeting.

REPORT

- Warrnambool Airport Reference Group Meeting – 4 October 2021 – refer **Attachment 1**.

ATTACHMENTS

1. Minutes WARG 4_ October 2021 [7.7.1 - 8 pages]

MOVED: CR MAX TAYLOR
SECONDED: CR ANGIE PASPALIARIS

That the record of the Warrnambool Airport Reference Group Meeting held on 4 October 2021, be received.

CARRIED - 7:0

WARRNAMBOOL REGIONAL AIRPORT REFERENCE GROUP (WRARG) MINUTES				
Date:	Monday 4 th October 2021.	Time: 11.00 am.	Location: Airport in Hangar 7.	
Meeting Objective:	Discussion & Advise on Airport Operations and Development, Security, and Emergency Management.			
Attendees:	Stephen Lucas (Chairman) Cr Max Taylor (Warrnambool City) John Stuart, Errol Stewart, Ken Veal, Dan Guillaumier (Babcock Chief Pilot HEMS4) Duncan Richardson (Babcock Off Shore Ops)			
WCC Staff in attendance:	Terry O'Sullivan (Airport Reporting Officer, ARO)			
For Information:	Shane Robe, Anthony Dowd (ARO's)			
Apologies:	David Leahy (Director City Infrastructure)			
No	Discussion	Who	Action	
1.	Welcome & Apologies.			
2.	Declaration of conflict of interest.		Stephen Lucas – Hangar Owner/Aero Club. John Stuart – Hangar Owner. Errol Stewart – Hangar Owner/Aero Club. Ken Veal – Hangar Owner/Aero Club. Duncan Richardson - Babcock Off Shore Ops.	
3.	Confirmation of minutes of Meeting Monday 7 th June 2021.		Moved: Cr Max Taylor. Seconded. Ken Veal. Carried.	
4.	Business arising from the Minutes.		Nil.	
5.	CASA, 2020 Manual of Standards, MOS, for Airports, Certification and Airport Operations Manual. Application for Certification, Airport Operations Manual, and any grandfathering clauses is to be submitted to CASA by the 13 th May 2022.	Terry O'Sullivan.	Failure to provide will result in a loss of Published Procedures.	

6.	<p>2017 Airport Development Plan, ADP.</p> <p>Future development of the Airport is centred on enhancing safety and catering for larger Aircraft as the region grows.</p> <p>Ray Oakley, and Paul Fitzgerald, Airport Surveys, have been engaged by Council to undertake the following:</p> <p>Review of the Airport Development Plan in conjunction Council Staff, Airport Reference Group, and other relevant stakeholders.</p> <p>Council Staff met with Ray Oakley Thursday 16th September to further progress this review.</p>	Terry O'Sullivan.	On receipt of Draft review Group Members to be provided a copy for review and comment.	
7.	<p>Obstacle Limitation Surfaces, OLS.</p> <p>Survey carried out 22nd June 2021.</p> <p>NOTAM issued for Gradient and STODA changes plus Supplementary Take Off Distances 13th July.</p> <p>AirServices provided runway threshold (THR) point coordinates for publishing in AIP/ERSA 13th July. NOTAM issued 14th July.</p> <p>ARO maintains ongoing consultation with neighbouring property owners with regard to any vegetation identified infringing the approach, transition, and take off surfaces.</p> <p>As the vegetation is on private land then consent to trim/remove vegetation is required.</p>	Terry O'Sullivan.	Additional survey data captured to assist with planning for the proposed extension of Runway 13 to the west (100, 200, & 300 metres) to identify if any fixed obstacles exist in the approach, transitional, and take-off surfaces.	
8.	<p>Regional Airports Funding Program 2.</p> <p>Council advised 28th July of successful application to Spray seal the gravel Runway 04/22 and marking for an amount of \$267,300.00 exc GST.</p>	Terry O'Sullivan.	Works subject to tender process to comply with Council's procurement policy. Group to be kept advised of progress.	

	It is anticipated that there may be a 3 rd round of funding.		In event of another funding program the Airport Development Plan Priorities listing would be referred to determine what works would be most appropriate taking into consideration funding criteria.	
9.	<p>Fees and Landing Charges.</p> <p>Landing Fees introduced 1st July 2021. Group Members were emailed approved fee structure 8th June.</p> <p>Income for July was around \$3,000.00 inc GST.</p> <p>Invoices for Local Commercial and Recreational operators per Aircraft were issued by Council in August totalling around \$11,000.00 inc GST.</p> <p>To date 11 requests received for exemption to landing fees for recreational Aircraft < 1,800kg MTOW.</p> <p>Query, should Council consider a fee for Practice Approaches?</p>	Terry O'Sullivan.	<p>Information noted by Group.</p> <p>Income is directed back into Airport budget to reduce operational costs.</p> <p>Raised that the detail included in tax invoices was poorly worded.</p> <p>ARO to contact other like Airports to see if they charge for Practice Approaches?</p>	
10.	<p>Aviation Fuel Supply.</p> <p>Airport now host to second aviation fuel supplier (JetA1) V1 Fuels.</p> <p>Air BP has been a long term tenant at Airport providing both JetA1 and AVGAS.</p>		<p>Noted by group. Council Officers working through lease arrangements with V1 Fuels.</p> <p>Dan Guillaumier commented that option of additional supplier good for HEMS4 operations in event Air BP site not operational for whatever reason.</p>	
11.	<p>On/Off Shore operations.</p> <p>Off Shore Operations for the Thylacine Gas Rig continue.</p>		<p>Duncan Richardson advised that daily operations (AM&PM movements) will occur early for approximately 3 months.</p> <p>Hangar 3 extension works to provide</p>	

	Ocean Onyx is now in operation off the coast from Port Campbell.		additional space for operations nearing completion.	
12.	Pavement Maintenance. Repairs undertaken by Council Staff Wednesday 18 th August at intersection of Runway 31 and Taxiway C, and on main apron.		The Apron pavement is subject to ongoing failure.	
13.	Hangar Construction. Approval has been provided to construct a new Hangar, 15 x 15m, Lot 21 Aviation Park (North side of Dews Hangar 22)		Acknowledged by Group a good thing for the Airport, the more development and activity the better.	
14.	Leases. Further discussion and consultation is required in relation to Lease agreements which will be a large task because of the variety of leases in existence. Consultation with the Reference group to be part of review as soon as practical.		To be carried forward to next Meeting.	
15.	Windfarm Developments. The proponent for the Willatook and Hexham Wind Farms continues to engage with Council for approval to raise the MSA for the RNAV-GNS approach for Runway 13. Willatook Proponent provided a copy of the 2017 version of the Warrnambool Airport Development Plan 4 th August. Proponent advised that this plan is currently under review to ensure that it complies with the updated Manual of Standards.	Terry O'Sullivan.	Council awaiting response from Proponent on Willatook Wind Farm. Dan Guillaumier commented it was good to hear Council pushing back on requested changes as a small change to current published procedures can impact heavily on HEMS4 operations in particular getting back to base in inclement weather to refuel and reset for next job.	

	Council recently received referrals for amendments to planning permits for Hawkesdale and Ryan Corner Windfarms.		Council reviewed referrals and has no concerns with requested amendments.	
16.	<p>Communications Tower.</p> <p>Telstra are planning and in discussion with Council and the Community regarding installation of a 35 metre (AGL) Communications Tower in the township of Bushfield with preferred location being the Recreation Reserve.</p>		As a minimum Council to request the Tower be obstacle Lit and published in ERSA.	
17.	<p>Flight Training.</p> <p>Council has been approached by the Colac based operator expressing an interest in providing training at Warrnambool.</p> <p>Aero Club also working on Flight Training. Discussion held at Airport Saturday 14th August with potential provider from Barwon Heads. Around 12 locals</p>		<p>Operator impacted by COVID.</p> <p>All agreed the need for such service as there appears plenty of interest in the immediate area for flight training. Ideally a provider needs to be based and have Aircraft/s on site.</p>	
18.	<p>Regular Passenger Transport, RPT, Service.</p> <p>Council has fielded a couple of enquires recently, awaiting interested parties to provide detailed proposal for Council's consideration.</p>		<p>Discussed that to attract a larger operator, primarily Tourism based, Runway 13/31 needs to be strengthened and lengthened to cater for larger and heavier Aircraft potentially operating from Warrnambool to Sydney, Adelaide, Tasmania, etc.</p> <p>Bendigo/Sydney service has exceeded all expectations.</p>	
19.	<p>Wildlife Hazard Management.</p> <p>On experiencing an increase in bird activity a NOTAM is raised.</p> <p>Birds can be harassed by ARO's vehicle and use of scare/gas gun.</p>	For information.	For information.	

	<p>Council has appropriate permits from DEWLP that allows for the culling of certain breeds and numbers as a last resort.</p> <p>Under the 2020 MOS a plan is recommended where a high wildlife risk exists at the Aerodrome.</p> <p>Acknowledged that wildlife management ongoing operation.</p>			
20.	<p>Aero Club Redevelopment.</p> <p>Plan submitted to Council 28 April for consideration. In principal approval provided to Club.</p>	Ken Veal.	<p>Works still planned, on hold due to COVID, sourcing labour and materials.</p> <p>Aero Club to again cut and bale grass hay around the Airport as a fundraiser.</p> <p>The full proceeds of the sale of the Hay are to be injected into the Clubs redevelopment.</p>	
21.	<p>Emergency Management.</p> <p>The Airport Operations Manual does contain a plan and procedures for emergencies.</p> <p>It must be noted that is worthwhile undertaking exercises and familiarisations inspections of the Airport.</p>		For information.	
22.	<p>Security.</p> <p>No requirement for such Committee to exist at Warrnambool under the 2020 MOS.</p>		For information.	

23.	<p>Australian Airports Association (AAA)</p> <p>11th August Meeting done by Webinar. ARO logged in.</p> <p>Main points of interest were: COVID impact. AAA closer engagement with CASA. Change in Federal Government Minister for Aviation. CASA requirements for Runway End Safety Area, RESA, and addition in new standards for Runway Starter Extensions, RSE. CASA reviewing Airport Manuals, major Airports are first in line for review.</p>		<p>Noted by Group.</p> <p>AAA are a good body to assist Councils that operate Regional Airports to lobby Government on the following:</p> <ul style="list-style-type: none"> • The definitions of "grandfathering, replacement, and upgrade, in the 2020 MOS, require a clearer definition from CASA so as Council can further forward plan. • Warrnambool's main Runway is classified a Code 3 runway (30 m wide) and is now grouped in with Code 4 runways (40 m wide) and greater that cater for large domestic and international operations. 	
24.	<p>Non-Aviation Activities.</p> <p>Live Fire Training Hub.</p> <p>As operation is not aviation specific the proponent would need to go through planning process with Moyne Shire.</p>		<p>Applicant would build a facility alike to an Aircraft Hangar, 15 x 15 m, and use it for the purposes of training. Activities would not have any impact on the safe operation of Aircraft operating at the Airport.</p> <p>The facility would also be utilised for storage of itinerant Aircraft.</p> <p>Group had no real concerns with proposed use, the more development and activity the better.</p>	

25.	<p>Neighbouring properties for sale.</p> <p>Land for sale to the west of Lot 2 grazing land (adjacent to weather station) on Parkinson's Lane.</p> <p>House and land at 22 Sims Road still for sale.</p>		For information.	
26.	<p>General Business.</p>		<p>26.1. RAAF using Warrnambool regularly as part of their training, stopping for Fuel and lunch.</p> <p>26.2. Driver Training for Deakin University locked in for 12th January 2022 utilising western taxiway in Aviation Park. Conditions as per previous use plus hire fee applies.</p> <p>27.3. Council and Babcock Offshore Ops Staff assisted BOM in replacing parts at the Weather Station.</p> <p>26.4. Chairman flagged with the group the increasing housing development in and around Mailors Flat.</p> <p>Discussed that it be worthwhile discussing with Moyne Shire how it to best communicate with the community that building in proximity to the Airport is subject to noise, height limitations, and more importantly that there is no curfew.</p>	
27.	<p>Next Meeting. Monday 6th December 2021.</p> <p>Close of Meeting. 11.57am.</p>			

7.8. INFORMAL MEETINGS OF COUNCIL REPORTS

DIRECTORATE : Executive Services

PURPOSE

The purpose of this report is to provide Council with copies of Informal Meetings of Council (previously known as “Assembly of Councillor Records”) as previously required under section 80A(2) of the Local Government Act 1989.

BACKGROUND INFORMATION

Section 80A(2) of the Local Government Act 1989 required the record of an Assembly of Councillors to be reported at an ordinary Council meeting.

Assembly of Councillor Records are no longer a requirement in the Local Government Act 2020 as of 24 October 2020. However, under Council's Governance Rules, a summary of the matters discussed at the meeting are required to be tabled at the next convenient Council meeting and recorded in the minutes of that Council meeting.

REPORT

The record of the following Informal Meetings of Council are enclosed:-

- Monday 11 October 2021 – refer **Attachment 1**.
- Monday 18 October 2021 – refer **Attachment 2**.
- Monday 25 October 2021 – refer **Attachment 3**.

ATTACHMENTS

1. Assembly of Councillors Record 11 October 2021 [7.8.1 - 1 page]
2. Assembly of Councillors Record 18 October 2021 [7.8.2 - 1 page]
3. Assembly of Councillors Record 25 October 2021 [7.8.3 - 1 page]

MOVED: CR VICKI JELLIE
SECONDED: CR MAX TAYLOR

That the record of the Informal Meetings of Council held on 11, 18 and 25 October 2021, be received.

CARRIED - 7:0

Informal Meeting of Council Record		
Name of Committee or Group (if applicable):	Informal Meeting of Council (Councillor Briefing)	
Date of Meeting:	11 October 2021	
Time Meeting Commenced:	3.00pm	
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairman Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy, Director City Infrastructure Richard Stone, Acting Director Community Development Abel Farrel Co Ordinator Project Planning and Delivery Nick Higgins Manager Communications and City Assist Tim Umney Web Developer	
Other persons present:	Rob Croxford, Croxford Consulting Carly Dennis, Women's Health Barwon South West Emma Mahoney, Women's Health Barwon South West	
Apologies		
Matters Considered:	<ul style="list-style-type: none">• Gender Equity/Workforce Planning• Website redevelopment• Capital Projects Report• Customer Service Report• Fitzroy Road/Raglan Parade intersection Road Safety Issues	
Other Matters Considered	<ul style="list-style-type: none">• Review promotion of internal customer request system in lieu of snap send solve as better functionality• Council to arrange meeting with major party candidates for upcoming State and Federal elections.• Further consideration to be given to additional McGennans beach amenities.• Progress of indigenous liaison role at Council.• Ongoing public concerns of congestion issues caused by drive through entrance in Liebig Street.• Bushfield Woodford Community Hub considerations and proposed consultation as part of precinct plan work.	
Councillor Conflicts of interest Disclosures:		
Councillor /officer Name		
Meeting close time:	6:18pm	
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 October 2021	
Time Meeting Commenced:	3.00pm	
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairman Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris from 3:25pm Cr. M. Taylor Cr. R. Ziegeler	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy, Director City Infrastructure Jodie McNamara, Acting Director Community Development Ashish Sitoula, Manager Community and Social Planning Glen Reddick, Manger City Amenity	
Other persons present:	David Downie, Deakin University Trevor Thornton, Deakin University	
Apologies		
Matters Considered:	<ul style="list-style-type: none">• Waste to Energy Feasibility Study Deakin University• Scheduled Council Meeting Dates 2022• Warrnambool Municipal Public Health & Wellbeing Plan 2021-25• Airport Reference Group Meeting Minutes• Advocacy Plan Update• New Year's Eve Fireworks• Mayoral Diary Update	
Other Matters Considered	<ul style="list-style-type: none">• Edwards Bridge surrounds amenity issue• Surf Club redevelopment proposal• Hopkins Road speed limit review request	
Councillor Conflicts of interest Disclosures:		
Councillor /officer Name		
Meeting close time:	4:55pm	
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 October 2021	
Time Meeting Commenced:	3.00pm	
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairman Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy, Director City Infrastructure Jodie McNamara, Acting Director Community Development Glenn Reddick, Manager City Amenity Peter McArdle, Co-ordinator Local Laws, Traffic, Fire & Animal Control Danielle Nipe, Strategic Waste Management Officer David Harrington, Manager Finance Luke Coughlan, Acting Manager City Development	
Other persons present:		
Apologies		
Matters Considered:	<ul style="list-style-type: none">• Activities & Initiatives 2021-2022 July-September (Quarter 1)• September Financial Report• Appointment of Independent Audit & Risk Committee members and Chairperson• Petition – Walk Don't Run Campaign• Waste Strategy 2021-2025• Horses on beach - Belfast Coast Reserve, Levy's Beach Warrnambool	
Other Matters Considered	<ul style="list-style-type: none">• Need for memorials policy and consideration of a number of memorial requests in public open spaces• Surf Club redevelopment advocacy• Shared use safety on the Promenade• Lake Pertobe Master Plan outcomes• Illegal Camping on Crown Land not controlled by Council• Update on timing of parking strategy outcomes• Update to be provided to Council on Gilles Street crossing outcomes• Reid Oval site tour to be conducted as project nears completion	
Councillor Conflicts of interest Disclosures:		
Councillor /officer Name		
Meeting close time:	5:10pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

7.9. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY REPORT

DIRECTORATE : Executive Services

PURPOSE

This report summarises Mayoral and Chief Executive Officer Council activities since the last Ordinary Meeting which particularly relate to key social, economic and environmental issues of direct relevance to the Warrnambool community.

REPORT

Date	Location	Function
1 October 2021	Virtual	Chief Executive Officer – Vaccination Economy Trials information session.
3 October 2021	Virtual	Chief Executive Officer – Warrnambool COVID Community Response meeting.
5 October 2021	Virtual	Chief Executive Officer – Vaccinated Economy Regional Trials briefing.
8 October 2021	Virtual	Chief Executive Officer – Great South Coast CEO;s meeting.
11 October 2021	Virtual	Mayor & Chief Executive Officer – Great South Coast Board brand workshop.
14 October 2021	Virtual	Chief Executive Officer – Great South Coast Region Partnership meeting.
15 October 2021	Virtual	Mayor – Regional Cities Victoria Advocacy Priorities launch.
	Virtual	Chief Executive Officer – Great South Coast Regional Partnership meeting.
19 October 2021	Virtual	Mayor & Chief Executive Officer – Met with Minister for Local Government, Shaun Leane MP.
20 October 2021	Virtual	Chief Executive Officer – Great South Coast Board meeting with Federal Minister for Infrastructure, the Hon. Kevin Hogan MP
22 October 2021	Virtual	Mayor & Chief Executive Officer – Great South Coast Board meeting and Meeting with Minister for Local Government, Shaun Leane.
27 October 2021	Virtual	Mayor, Cr Jellie & Chief Executive Officer – Great South Coast Board meeting with Federal Member for Wannon, The Hon. Dan Tehan MP.

MOVED: CR VICKI JELLIE

SECONDED: CR DEBBIE ARNOTT

That the Mayoral & Chief Executive Officer Council Activities – Summary Report be received.

CARRIED - 7:0

8. NOTICE OF MOTION

Nil

9. GENERAL BUSINESS

9.1 CR. ARNOTT

- Cr. Jellie and I attended the Indigenous Memorial for the returned soldiers and anyone indigenous that had fought in any wars. I would just like to make note that last year they only had 6 people able to attend because of covid but this year there was a lot of people there and I think it is a worthwhile thing to make not of.

9.2 CR ZIEGELER

- I received a phone call today which was a little bit troubling in terms of safety of folks using the beach, apparently this complainant mentioned that in some places the cliffs facing the bay are up to 5 metres high of sand and he's taken it upon himself to warn beach users not to sit or stand near the face of those sand cliffs because it is incredibly unsafe. I would suggest it is probably as a result of the wild weather we have had over the past days last weekend which Council can't do anything about but it's probably something that requires some kind of attention to mitigate the danger to folks that are near the beach when the cliffs are so high and sand is so unstable.

If any other Councillors wish to accompany me on Friday around 10 o'clock I'm going to view that, chances are the cliffs won't be there if the weather changes but I am planning to go and do an inspection there with the complainant.

- I will remind Councillors of the viewing of the new facilities at St John's First Aid at Dennington on Friday at 5pm.

10. URGENT BUSINESS

Nil.

11. CLOSE OF MEETING

The meeting closed at 6.50pm.

CHAIRMAN