AGENDA

Ordinary Meeting Warrnambool City Council 5:45 PM - Monday 4 May 2020



VENUE: Reception Room 25 Liebig Street Warrnambool

PLEASE NOTE:

This meeting will be closed to members of the public in accordance with amendments to the Local Government Act 2020 with the meeting to be livestreamed via Council's Website - www.warrnambool.vic.gov.au

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

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Peter B. Schneider CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

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

BEHAVIOUR AT COUNCIL MEETINGS

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

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

ORDER OF BUSINESS

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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

3. CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on 2 March 2020, Minutes of the Special Meetings of Council held on 16 March 2020 and 8 April 2020, be confirmed.

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

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

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

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

5. REPORTS

5.1. CONSIDERATION OF COUNCILLOR APPOINTMENT TO VARIOUS ADVISORY COMMITTEES

PURPOSE:

Appointment of a Councillor to Various Advisory Committees.

EXECUTIVE SUMMARY

Following the resignation of Peter Hulin from Council in February 2020, four vacancies have arisen on the following Advisory Committees which require a Councillor to be appointed to fill each of the vacancies:-

- 1. Chief Executive's Employment Matters Committee
- 2. Visitor Economy Advisory Committee
- 3. Municipal Fire Prevention Committee
- 4. Bicycle Users Reference Group.

RECOMMENDATION

That Crs. Peter Sycopoulis and David Owen be appointed as the Councillor representatives on the following Advisory Committees of Council to fill the vacancy following the resignation of Peter Hulin from Council in February 2020:-

Cr. Peter Sycopoulis

- Chief Executive's Employment Matters Committee
- Municipal Fire Prevention Committee
- Bicycle Users Reference Group

Cr. David Owen

• Visitor Economy Advisory Committee

5.2. MARCH FINANCIAL REPORT

PURPOSE:

This report updates Council on the financial performance for the 9 months ended 31 March 2020.

EXECUTIVE SUMMARY

- This Finance Report compares actual financial results to budget for the 9 months from 1 July 2019 to 31 March 2020.
- This report is reviewing the past financial performance of Council and due to the impact of COVID19, Council is reviewing its strategic and financial position going forward.
- The report sets out financial results for Councils recurrent (day to day operations) Projects, Capital Works, Rates and Loan activities.
- Year to date budgets are profiled to reflect the timing of cash inflows and outflows.
- Overall, the 9-month actual results indicate a favourable financial position of \$677,000 when compared to the YTD Budget.
- The Enterprise Agreement has recently been approved through FairWork, Council has now implemented the new pay rates and is working to calculate and pay the backpay to July 1. The impact of the backpay is approximately \$450k.
- Council is reviewing the forecast and budget due to the business interruptions caused by COVID19. The impact of these restrictions is beginning to show in the March financial results where previous gains in Parking, Flagstaff Hill and Lighthouse Theatre have been negated. Aquazone has seen a further deterioration of its position with the Centre now closed.

RECOMMENDATION

That the March Financial Report be received.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

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

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

ATTACHMENTS

1. March 2020 Monthly Finance Report - Council [5.2.1 - 10 pages]



March 2020

March 2020

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March 2020

I. Executive Summary

The monthly report is designed to illustrate the financial performance and position of Warrnambool City Council compared to its adopted and forecast seasonalised forecast for the period ending 31 March 2020.

The 9 months actual results indicate a favourable financial position to forecast of \$0.677m.

Key Financial Results	Adopted Budget \$'000	Forecast \$'000	YTD Forecast \$'000	YTD Committed \$'000	YTD Variance to Forecast \$'000
Rates	40,511	40,642	40,642	40,635	(7) 🔻
Recurrent Income Recurrent Expenditure	40,790 (67,280)	39,846 (68,355)	30,509 (51,079)	(50,294)	(123) V 785 A
Net Recurrent Surplus/(Deficit)	(26,490)	(28,509)	(20,571)	(19,909)	662
Project Income Project Expenditure	779 (1,009)	3,119 (6,084)	2,181 (2,267)	2,231 (2,305)	50 🔺 (39) 🔻
Net Project Surplus/(Deficit)	(230)	(2,965)	(85)	(74)	11 🔺
Capital Income Capital Expenditure Net Capital Surplus/(Deficit)	3,432 (19,822)	12,855 (29,972)	4,566 (16,133)	(16,096)	(18) 37 ▲ 20 ▲
	(16,390)	(17,117)	(11,567)	(11,547)	
Loan Drawdowns Loan Repayments	4,400 (1,746)	1,400 (1,723)	0 (1,285)	0 (1,294)	0 — (9) —
Net Financing Position	2,654	(323)	(1,285)	(1,294)	(9) 🔻
Surplus / (Deficit) Brought Forward	0	8,346	0	0	0 💻
Total	56	75	7,134	7,811	677 🔺

Forecast: Council is reviewing the forecast and budget due to the business interruptions caused by COVID19. The impact of these restrictions is beginning to show in the March financial results where previous gains in Parking, Flagstaff Hill and Lighthouse Theatre have been negated. Aquazone has seen a further deterioration of its position with the Centre now closed.

Recurrent: is \$0.662m favourable to forecast due to the following main reasons:

- The Enterprise Agreement has recently been approved through FairWork, Council has now implemented the new pay rates and is working to calculate and pay the backpay to July 1. The impact of the backpay is approximately \$450k.
- Strong sales at the Livestock Exchange resulted in the best sales month in over 3 years.

Projects: Currently in line with forecast expectations.

<u>Capital Works</u>: Currently in line with forecast expectations with minor variations in timing of various projects.

March 2020

2. Statement of Comprehensive Income

	Adopted Budget			YTD Committed	F	Variance to orecast	0
	\$'000	\$'000	\$'000	\$'000	\$'000	%	
Revenue							
Rates and Charges	40,593	40,717	40,698	40,706	7	0.0%	
Statutory Fees and Fines	1,770	1,890	1,611	1,652	41	2.5%	
User Fees	17,653	17,377	13,648	13,769	121	0.9%	
Recurrent Grants	11,684	11,608	8,246	8,179	(67)	(0.8%)	▼
Non-Recurrent Grants	2,432	8,211	3,477	3,530	52	1.5%	
Contributions - Cash	880	4,449	1,154	1,150	(4)	(0.3%)	▼
Contributions - Non Cash	4,000	4,000	665	665	0	0.0%	▼
Other Income	346	1,076	753	563	(190)	(25.2%)	▼
Interest Income	246	284	215	213	(2)	(1.0%)	▼
Revenue Total	79,605	90,278	70,468	70,426	(42)	(0.1%)	
Expenses							
Employee Benefits	34,511	34,244	25,005	24,537	469	1.9%	
Materials and Services	23,005	29,318		19,954	235	1.2%	
Bad and Doubtful Debts	124	186		5	(4)	(385.7%)	-
Finance Costs	409	350	300	303	(3)	(1.1%)	-
Other Expenses	834	838	609	599	10	1.6%	
Depreciation	12,871	12,500	1	12	(11)	(1134.0%)	▼
Net loss / (gain) on asset disposal	1,175	961	(144)	(125)	(20)	(8.6%)	
Expenses Total	72,927	78,397	45,960	45,285	674	1.5%	
Net Surplus / (Deficit)	6,677	11,880	24,508	25,140	632	2.6%	
Other Comprehensive Income							
Net asset revaluation	10,000	10,000	0	0	0	0.0%	
Total Comprehensive Income	16,677	21,880	24,508	25,140	632	2.6%	
Net Underlying Surplus / (Deficit)	2,677	7,880	23,843	24,475	632	2.7%	

<u>Net Surplus</u>: The year to date net surplus of \$25.14m is favourable to forecast. The operating surplus will reduce during the remainder of the financial year to a forecast of \$11.88m due to expenditure levels outpacing revenue as the full rates revenue was raised in July.

Revenue: is in line forecast.

Expenses: are \$0.674m favourable to forecast which is mainly due to:

• The Enterprise Agreement has recently been approved through FairWork, Council has now implemented the new pay rates and is working to calculate and pay the backpay to July 1. The impact of the backpay is approximately \$450k.

March 2020

3. Balance Sheet

	2019/20		YTD
	Opening Balance	Movement	Closing Balance
	\$'000	\$'000	\$'000
Current Assets			
Cash & Cash Equivalents	3,696	3,764	7,459
Investments	15,000	1,000	16,000
Trade and Other Receivables	3,320	10,618	13,938
Other Assets	1,433	(483)	950
Current Assets Total	23,449	14,898	38,347
Non-Current Assets			
Trade and Other Receivables	10	0	10
Investments in associates	633	0	633
Property Plant & Equipments	630,610	5,728	636,338
Non-Current Assets Total	631,253	5,728	636,981
Total Assets	654,702	20,626	675,328
Current Liabilities			
Trade and Other Payables	4,255	(1,251)	3,004
Trust Funds and Deposits	1,100	(34)	1,066
Provisions	6,571	0	6,571
Interest-bearing Loans and Borrowings	1,735	(931)	804
Current Liabilities Total	13,663	(2,217)	11,445
Non-Current Liabilities			L
Provisions	1,235	0	1,235
Interest-bearing Loans and Borrowings	8,301	(362)	7,939
Non-Current Liabilities Total	9,536	(362)	9,174
Total Liabilities	23,199	(2,580)	20,619
Net Assets	631,503	23,206	654,709
Equity			L
Accumulated Surplus	232,677	23,206	255,883
Reserves	398,826	(0)	398,826
Total Equity	631,503	23,206	654,709

<u>Cash & Investments:</u> are at higher than normal levels due to early receipt of Government Grants, timing in the delivery of capital works and the 3rd quarter rates being due at the end of February.

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

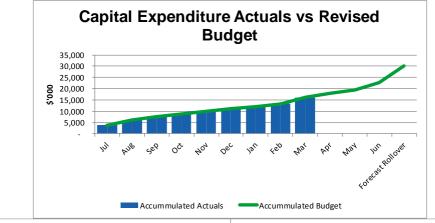
March 2020

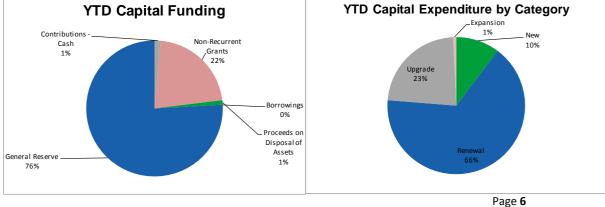
4. Capital Expenditure and Funding

<u>Capital Expenditure</u>: year to date committed expenditure is \$16.10m which is in line with the forecast.

<u>Capital Funding</u>: year to date, this has been financed by 76% from Council Reserves with the major grants for the City Centre Renewal being raised in February and for Reid Oval in March.

					YTD	
	Adopted		YTD	YTD	Variance	to
	Budget	Forecast	Forecast	Committed	Foreca	st
	\$'000	\$'000	\$'000	\$'000	\$'000	
Expenditure						
New	4,419	7,327	2,305	1,654	651	
Renewal	13,267	19,545	12,624	10,622	2,002	
Upgrade	2,070	3,004	1,167	3,701	(2,535)	▼
Expansion	66	96	37	119	(81)	▼
Capital Expenditure	19,822	29,972	16,133	16,096	37	
Funding						
Contributions - Cash	501	3,327	252	231	(21)	▼
Non-Recurrent Grants	2,432	8,148	3,458	3,481	23	
Proceeds on Disposal of Assets	498	715	190	171	(19)	\bullet
Borrowings	2,700	0	0	0	0	
General Reserve	13,690	17,783	12,232	12,213	(20)	\bullet
Capital Funding	19,822	29,972	16,133	16,096	(37)	



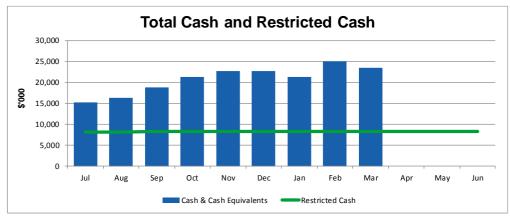


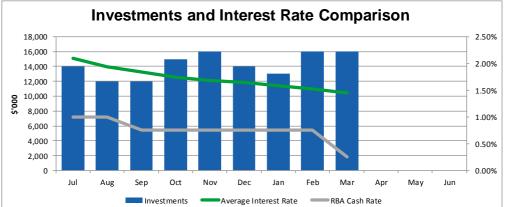
March 2020

5. Treasury Report

<u>Cash</u>: Total cash held (including investments) at the end of March is \$23.46m, of which \$8.25m is restricted.

Investments: The average interest rate held on investments at the end of February is 1.48%, which is 1.23% higher than the cash rate. The cash rate dropped to 0.25% in March – this low cash rate will impact the rates of return.





Borrowing Balance and Interest Expense 12,000 40 11,000 35 10,000 30 \$'000 9,000 \$'000 8,000 25 7,000 20 6,000 5,000 15 Jul Oct Feb Jun Aug Sep Nov Dec Jan Mar Apr May Borrowings 🗧 Interest Expense

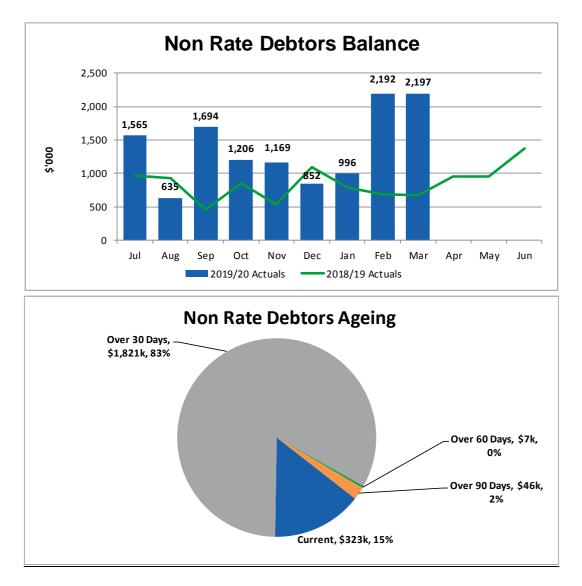


March 2020

6. Debtors Report

Non Rate Debtors: were \$2.197m in March, with \$0.323m or 15% classified as current.

• Over 30 days – includes \$1m for the City Renewal project (paid in April) and \$0.75m for the Reid Oval (paid in April).



March 2020

7. Budget/Forecast Variations

		Variation	Budget Variation	Cumulative Total
Item	Ledger No.	Status	\$	\$
Adopted Budget Surplus				55,500
Rollovers - Net			(8,345,843)	(8,290,343)
Cash Surplus Bought Forward			8.345.843	55.500
Forecast Adjustment			19,464	74,964
		<u> </u>		
September Qtr Variations		Council	0	55,000
December Qtr Variations		Council	0	55,000
Forecast Adjustment			19,464	74,464
DCP Settlement - Riverside Estate	624100-1010		665,338	739,802
DCP Reserve - Settlement of Riverside Estate	614000-2010		(665,338)	74,464
MAV Work Experience Project - NDIS Grant	532000-3215		20,000	94,464
MAV Work Experience Project - Expenditure	532000-3215		(20,000)	74,464
Sportsground Irrigation Improvement Program Grant - Davidson Oval	631000-2261		100,000	174,464
Sportsground Irrigation Improvement Program Expense - Davidson Ova	631000-2261		(100,000)	74,464
Growing Botanic Gardens Grant	543000-3216		129,132	203,596
Growing Botanic Gardens Expenditure	543000-3216		(129,132)	74,464
Fixing Country Roads Grants (Wangoom Rd)	622600-2029		353,000	427,464
Fixing Country Roads Expenditure	622600-2029		(353,000)	74.464
Florence Collins Insurance Claim	104500-1888		150,000	224.464
Florence Collins Insurance Expenditure	104500-1888		(150.000)	74.464
Warrnambool Sport Rec & Physical Activity Strategy Grant	537000-3105		3,000	77.464
Warnambool Sport Rec & Physical Activity Strategy Expenditure	537000-3105		(3.000)	74.464
TEDx sponsorship - Deakin University	540000-3213		5,000	79,464
TEDx Event Costs	540000-3213		(5,000)	74.464
Warrnambool - A City for Living Grant	540000-3213		3,000	74,404
	540000-3182			74.464
Warnambool - A City for Living Expenditure			(3,000)	,
A Very Liebig Christmas Sponsorship	540000-3208		5,000	79,464
A Very Liebig Christmas Event Costs	540000-3208		(5,000)	74,464
Fixing Country Roads (Wangoom Road) - Grant	622600-2029		353,000	427,464
Fixing Country Roads (Wangoom Road) - Expenditure	622600-2029		(353,000)	74,464
Family Services - Sleep & Settling Project - Grant	533403-1416		23,144	97,608
Family Services - Sleep & Settling Project - Expenditure	533403-1416		(23,144)	74,464
TAC Infrastructure Grant	523500-3214		33,250	107,714
TAC Infrastructure Expenditure	622600-3214		(33,250)	74,464
Queens Rd Jetty Grant	621600-2019		26,054	100,518
Queens Rd Jetty Expenditure	621600-2019		(26,054)	74,464
Saleyards Roof (allocate from forecast surplus)	Various		200,000	274,464
Transfer from accumulated surplus	614000-2010		300,000	574,464
Saleyards Roof Expenditure	611000-2184		(500,000)	74,464
Friendly Societies Park Netball Lighting Upgrade - Contribution	631000-2278		60,000	134,464
Friendly Societies Park Netball Lighting Upgrade - Expense	631000-2278		(60,000)	74,464
Revised Forecast Surplus				74,464

March 2020

8. Procurement Report

	YTD 2019/20	Actuals 2018/19	Actuals 2017/18	Actuals 2016/17
Total Payments	\$39.354m	\$59.648m	\$62.468m	\$54.727m
Total Number of Invoices	14,724	18,277	19,051	19,796
Total Number of Purchase Card Transactions	4,139	6,757	6,199	4,562
% Usage of Purchase Card Transactions	22%	27%	25%	19%
No. of Active Suppliers	3,014	2,677	2,438	3,664
No. of Suppliers Paid This Financial Year	1,523	1,741	1,745	1,782
No. of Suppliers who have been used only once	629	697	678	669
No. of Automated Invoices	691	1,494	709	75
No. of Invoices below \$100	3,388	4,196	4,775	5,560
No. of Suppliers for Top 20% of Expenditure	7	4	3	5

5.3. ACTIVITIES & INITIATIVES 2019-2020: JANUARY - MARCH (QUARTER 3)

PURPOSE:

This report provides information on the progress in achieving the Activities and Initiatives (A&I's) set down for 2019-2020 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 offers a stark contrast in the realities of the speed and impact of the current international health and economic crisis we face. The retrospective nature of this report means that many of the actions and initiatives outlined in the report have experienced significant and often catastrophic change from the time of reporting. Whilst the report reflects accurately the circumstances of the period of review it does not adequately reflect the change that has occurred in the intervening period.

Officers will be seeking to implement an interim report to be tabled in June which reflects the changing impacts to many of the actions and initiatives detailed in the report.

The A&I's underpin activities Council undertakes to work toward the vision of Warrnambool: A Cosmopolitan City by the Sea.

The 5 key objectives that underpin this Vision are:

- 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.

The work undertaken daily by Council towards the fulfilment of these objectives remains paramount in Councils efforts to support the community now and in a future free of pandemic.

RECOMMENDATION

That the Activities and Initiatives 2019-2020 January – March Quarter 3, be received.

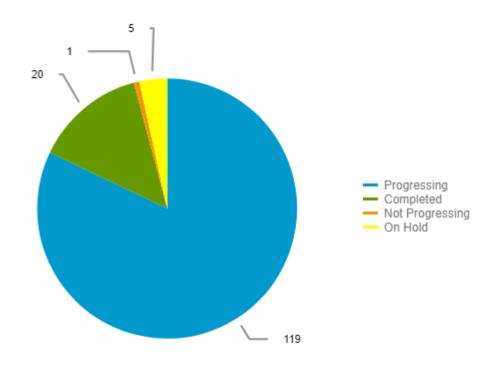
BACKGROUND

The 2017-2021 Council Plan (Revised 2019) is the principle planning and directional document of the Council and details the Council strategic objectives and strategies over a 4 year period.

Council is required to set down the 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.

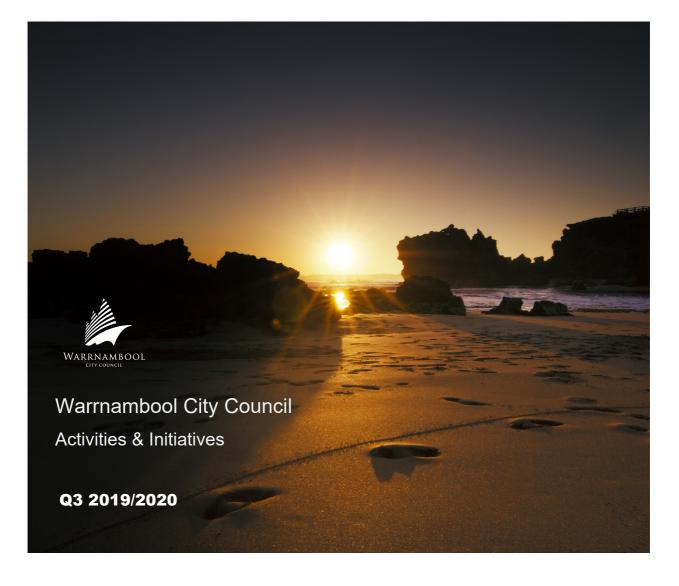
2019-2020 ACTIVITIES AND INITIATIVES OVERVIEW

This report provides a snapshot as to the progress of the 2019-2020 A&I's.



ATTACHMENTS

1. Activities & Initiatives 2019-2020: January - March (Quarter 3) [5.3.1 - 29 pages]





Not Updated

Report Generated: 4/22/2020



Q3, 2019/2020

1: Sustain, enhance and protect the natural environment.

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	85%		The plan has been drafted and will be presented to Council before seeking public feedback.
1.1.2	Ensure compliance with Local Laws relating to horses on Lady Bay.	Coordinator Local Laws Traffic Fire & Animal Control	100%		Although this action is ongoing, compliance has been achieved through warnings and suspensions of offenders. Horse training has been suspended on Lady Bay until further notice due to Covid 19.
1.1.3	Ensure all septic tanks meet EPA guidelines and requirements.	Coordinator Environmental Health	100%		The installation of septic tanks comply with the EPA Code of Practice at the date they are installed. The continuing monitoring of these, particularly at high-risk sites (i.e. beside rivers), will be achieved via the implementation of the Domestic Wastewater Management Plan. Although this action is ongoing all new septic tanks comply with EPA regulations.
1.1.4	Review recycling practices in the city and develop short and long-term options for recycling processing.	Manager City Amenity	70%		The glass bin trial is progressing well, the results of which will be reported to Council. Council will be asked to determine as to whether the fourth glass bin system is rolled out across the Municipality.

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	50%		The Street Lighting Project is underway and the lighting design is progressing for replacement of LED street lights in 2020.
1.2.2	Continue to reduce reliance on landfill by diverting organic material from waste streams.	Manager City Amenity	100%		This action in relation to FOGO is ongoing although the program has been fully rolled out therefore the action is complete.

1.3: Assess our climate change preparedness.

Act Co		Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.3	.1	Support State Government in Local Coastal Hazard Assessment program.	Coordinator Natural Environment	35%		The Deakin University dune monitoring program is underway and includes Lady Bay. The monitoring will inform Phase 2 of the Local Coastal Hazard Assessment which is subject to funding.



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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	50%		This project is progressing slowly due to financial uncertainties from the Corona virus. Discussions with providers are scheduled to determine the viability or otherwise of the project at this stage.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.5.1	Implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.	Coordinator Natural Environment	50%		The first Environmental Upgrade Agreement has been entered into with City Central Motel & Apartments with the addition of a 20-kilowatt photovoltaic array, water tanks, double glazing and insulation. This is an outcome of an earlier Sustainable Business Audit undertaken though the Green Futures program.



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

2.1: Promote healthy lifestyles.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.1	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.	Coordinator Environmental Health	100%		Due to COVID-19, the TTP (Tobacco Test Program, which involves the assistance of a minor <18 yrs old) did not occur during the Easter School Holidays. The TTP will only resume once health authorities advise that the risk of COVID-19 has significantly reduced. At the base hospital, we continue the routine monitoring at public entry points to confirm that smoking is not occurring within 4m of these. Food premise inspections continue to also ensure that dining areas remain smoke-free.
2.1.2	Implement Warrnambool - A Healthy City 2017-2021.	Travel Smart Officer	60%		Council has partnered with South West PCP to review the Health and Wellbeing plan and data with the view to develop a new plan in 2020 as per the State Government directive. Where possible the planned activities for March-June 2020 will be developed online. Council is working with VicHealth to identify ways in which This Girl Can funding can still be delivered to the community in a digital format. Messaging around Active Autumn is focusing on mental and physical health during isolation. Council is continuing to work and support partner organisations using digital technology and best practice with regard to physical distancing and supporting the community.
2.1.3	Increase understanding of priority health and wellbeing issues in the community.	Travel Smart Officer	65%		Community campaigns under development for Q2 include Warrnambool Mental Health Week, Gambling Harm Awareness Week and 16 Days of Action. This includes developing plans on how to implement programs for the community in a digital format, how to support those who might not have access to technology and developing plans around the impact of the COVID19 emergency will have on the vulnerable members of the community and the community as a whole.
2.1.4	Encourage social connection and promote active living in public spaces.	Travel Smart Officer	70%		Reduced capacity to roll out the full program due to officer vacancy and further impacted by the CV 19 pandemic, difficult to estimate what % will be met by end of reporting period. Hopefully achieve, 80 - 85% once we know the extent of the CV19 on our staffing and volunteer health and availability.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.5	Provide communications support to promote Council services and facilities.	Manager Communications	75%		Continue to provide updated information on services and facilities. Most recently this has included advice on changes to services as a result of the regulations introduced to stop the spread of COVID-19.
2.1.6	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 premises were re-inspected prior to their registration being renewed

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.1	Partner with local agencies and organisations to address health and wellbeing priorities.	Travel Smart Officer	85%		Increased focus on advocacy and support for local agencies, and the threat to Primary Care Partnerships future funding. Thanks to our Regional reps, advisors and our relevant State Government Ministers the PCPs have been able to provide a strong evidence- based case for the important role they play in supporting the health and wellbeing of the city, and the related agencies that work in that space. Funding has now been extended by 6 months while the State Government considers the agency and stakeholder feedback. Other examples are Beyond the Bell (BTB) Funding is due to end in June 2020, and support for continued funding from agencies across the sub region has been really strong and ongoing Family and Children's Services continuing the joint Maternal Child Health Immunisation partnership with Gunditjmara Health Service which is continuing to achieve high rates of vaccination CV19 is already driving impacts on smaller agencies and their ability to maintain services. Expecting that item will occupy a lot of time from this point on Other agencies that we have partnered with include Women's Health and Wellbeing Barwon South West, Respect 2040 strategy, Emergency Management Vic, and Brophy Family and Youth Services.
2.2.2	Develop a proposal for the development of fit-for- purpose immunisation facilities.	Coordinator Immunisation	10%		No funding has been provided to undertake building works to improve the facility.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.3	Children with the highest needs within the community are identified and offered support through the Early Years Continuum.	Manager Children & Family Services	85%		The WCC Early Years Collaboration Group was established this year, and has been meeting regularly which has increased the number of families now able to be identified and supported. The group is also supported by a DHHS Community Based Protection Worker.
2.2.4	Maintain and enhance child immunisation rates (from 95 per cent coverage).	Coordinator Immunisation	100%		Immunisation rates have exceeded 95% for this year.
2.2.5	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 Central Enrolment Project was completed in October 2019, with all project goals being completed.
2.2.6	Support the collection and sharing of consistent data and evidence to inform strategic and service planning.	Travel Smart Officer	70%		As information is released data is forwarded to relevant staff and local agencies as appropriate.
2.2.7	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.	Travel Smart Officer	65%		Connect proved to be the most effective and efficient source of information in each emergency management situation since the site was established. Corona Virus will be the next test given it is a pandemic. Support for the Communication and Health and Wellbeing Teams to keep the site up to date will need to be monitored closely.
2.2.8	Establish a parenting program supporting the needs of fathers within the community.	Service Manager Early Years Intervention & Support	55%		Programs are being reviewed to ensure times are available throughout the year for all members of families to attend sessions. The opportunity to host groups for fathers has opened a wider conversation for much broader and inclusive groups for all within the community.
2.2.9	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	75%		Everything is in place to move forward once the relocation of Florence Collins Centre occurs.
2.2.10	Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years Learning and Development services and alliance networks.	Service Manager Early Years Intervention & Support	60%		Child Information Sharing has been rolled out across MCH and Family Services as part of the reform. Attendance at new area meetings with DHHS as Chair of the Alliance to progress reforms continues.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.11	Embed child safety standards across the Early Years Learning and Development Unit.	Service Manager Early Years Learning and Development	85%		Child safe and reportable conduct training for all staff has continued to be delivered with a focus on casual relief staff within the early years continues.
2.2.12	Foster relationships between early years services and culturally diverse families, to make sure our services are safe and responsive to their cultural needs.	Service Manager Early Years Learning and Development	70%		To enhance the language program staff have explored the concept of Wayapa Wuurrk which means "Connect to Earth" an ancient wellness practice that combines mindfulness with narrative meditation and physical movement.
2.2.13	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.	Manager Infrastructure Services	90%		Plan has been to briefing and going to May Council meeting to be let out to consultation.
2.2.14	Ensure regional assessment targets are met and that quality processes are adhered to.	Service Manager Community Support	80%		Warrnambool's Regional Assessment Service (RAS) continues to be in high demand by local residents who are ageing or have a disability and are requesting access to home support and community care services to enable them to remain living in their own home. Due to the Commonwealth My Aged Care COVID-19 response, the RAS team have moved to telephone assessments as the default approach for community assessments until further notice. So far, this recent change to telephone rather than face to face assessments has had a positive impact on RAS targets. Adherence to quality processes has been confirmed for the past quarter (January to March 2020) through the completion of reporting to the Department of Health's Aged Care Quality Framework.
2.2.15	Continue to implement Council's Disability Action Plan.	Manager, Capacity, Access & Inclusion	80%		Of the 43 actions: 29 actions are completed, 14 are progressing and 1 is not progressing as there is no budget for works at this stage. Progress has been made regarding improvements to visitor amenities as part of the recent upgrade to the WAG. This incorporated a range of disability access requirements as identified in the latest access audit of the facility. The external main stairway at Aqua zone has recently been upgraded to comply with current Australian Standards for disability access. Across Warrnambool 5 additional accessible carparks have been installed and alterations to one other. The Capacity, Access and Inclusion Branch of Council has commenced a project that supports

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					11 People with a Disability to gain work experience at Council. The project has been put on hold due to the COVID-19 situation, but will recommence once it is safe to do so.
2.2.16	Ensure that the Commonwealth Home Support program meets and maintains all quality service standards as established by the Commonwealth Government.	Service Manager Home Support	80%		Policy and procedure manual revised to comply with the Aged Care Quality Standards. Review of systems, processes and documentation to ensure compliance with the Standards.
2.2.17	Implement Council's wellness, reablement and diversity plans.	Service Manager Home Support	80%		Implementation of key actions in both the Wellness and Reablement and Diversity Plans on track for completion by May 2020.

2.3: Increase community health and social connection.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.1	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	85%		Health, Wellbeing and Social Connection Activities offered through the Archie Graham Community Centre in the past quarter have included My Aged Care information sessions, group physical activities, social cycling, walking groups, hydrotherapy, bus trips, social gardening and computer mentoring. Engagement in a local Healthy Exercise Network with other health and community based services continues to bring new patrons to Archie Graham Community Centre in order to progress their physical activity levels following periods of rehabilitation. Due to the COVID-19 response by WCC, the Archie Graham Community Centre was closed to the public at the end of March, however the staff have continued to engage with the local community through the Archie Newsletter, Livestreaming of exercise classes via the WCC Connect website, and targeted phone call support for patrons.
2.3.2	Increase connectedness and build health and wellbeing knowledge of local people via social media.	Travel Smart Officer	70%		Social media platforms - Connect, Warrnambool Walks and W2040 have a reach of over 25,000 people. Designed as an emergency tool these social media platforms have played an important role during the COVID-19 emergency event they have provided emergency messaging- from State Government as well as provided local information, messaging about physical and mental health. They have provided significant benefit to the community as it relies on digital technology to keep in contact. The Connect page likes have increased from 6415 to 7091 over the past month (March) as more people rely on this service to



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					provide up-to-date and local information. This service has also been able to "speak" with vulnerable members of the community via messenger and provide reliable information.
2.3.3	Continue to support and grow active volunteerism within the local community.	Service Manager Community Support	85%		The South West Volunteer Network continues to be supported by Volunteer Connect through the provision of regular contact, meetings and networking opportunities, particularly at this time when responding to the COVID-19 restrictions.
2.3.4	Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.	Service Manager Warrnambool Stadium	90%		Revised program documentation now contains current information regarding childcare subsidy including eligibility when children are absent from service and parent/guardian responsibilities in relation to approving care. Fees and charges procedure has been updated for both OSHC programs.
2.3.5	Complete the Age Friendly Communities Project.	Manager, Capacity, Access & Inclusion	80%		The Age Friendly Communities project is in the last stage with a final report due to State Government in June 2020. Completed projects include the Wisdom Web and the Meet Your Street. The community groups that participated in the Age Friendly Environments trial include the Warrnambool Community Garden, Warrnambool Croquet Club, Warrnambool Whales Adult Swim Club and the Nestles Rowing Club and have completed their seeding projects which resulted in increased participation for older adults. The Age-friendly Business Development program has been placed on hold due to the COVID -19 situation. The online "Digital Literacy" project has now moved to an online trial and the Driving Safely for Longer program continues to be promoted.
2.3.6	Early childhood services know how to respond and reduce harm related to childhood trauma.	Manager Children & Family Services	100%		Staff across the Early Years Learning and Development Continuum have had extensive training in child related trauma programs, Marte Meo, Bridges out of Poverty, and Early Childhood Australia Stress and Trauma Training, and relevant staff receive regular debriefing and support to help sustain their health and wellbeing when working in the areas of trauma.
2.3.7	Establish and deliver a Neighbourhood House program in the West Warrnambool Community.	Manager, Capacity, Access & Inclusion	90%		The West Warrnambool Neighbourhood House ran a range of programs over the January School Holiday period. Children and families participated in a variety of activities including Resin Art, Wayapa Culture Day, Yoga, and Nature Play, Play Groups and Simply Singing for 0-5's, Creative

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Cooking, Science Experiments, Art and Craft, Gardening, Silent Disco and Indigenous Basket Weaving. The majority of these activities were conducted by volunteers and local stakeholders. Forty three families participated in the 3 week program with some activities attracting up to 18 children a session. The program also offered free healthy morning and afternoon teas and on cooking days the children took home culinary delights to share with their family. The Neighbourhood house partnered with the Warrnambool West Primary School to access their registered kitchen with most of the fresh produce sourced from the Neighbourhood House's garden on the verge. Thursday morning play group became a weekly event, attracting up to 12 children per session, until the Covid 19 restrictions brought it to a halt. February saw the return of the Meditation and Mindfulness course, and Children's ukulele classes with Gabby Steel. West Warrnambool Neighbourhood House through its registration with Food Share, continues to assist vulnerable and isolated families in the West Warrnambool and Dennington area with most referrals coming from Warrnambool West Primary School and families who attended the Christmas School Holiday Program. The highlight of the quarter was attending the Rotary Club Peace Concert and Awards at Lighthouse Theatre. West Warrnambool Neighbourhood House won the Community Organisation Peace Award for their inclusive programs and contribution to making a Warrnambool a great place to live. The West Warrnambool Neighbourhood House First Anniversary and International Neighbour Day celebration's was planned but will now be held at a later date.
2.3.8	Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.	Service Manager Early Years Intervention & Support	55%		Implementing Enhanced Maternal Child Health new guidelines to ensure all eligible families receive referrals to supported playgroup continues.
2.3.9	Review and further develop operational procedures and resources for Emergency	Service Manager Warrnambool Stadium	90%		While ERC was not activated at Warrnambool Stadium during Dec to March, procedures have been reviewed during this period and physical materials required for activation audited.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Relief Centre Activation at Warrnambool Stadium.				
2.3.10	Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.	Service Manager Warrnambool Stadium	90%		KidsXap have notified their customers including Council's OSHC service that a major upgrade of the system has been developed with a release date TBC. Council Staff have commenced a review of KidsXap 2.0 to identify further opportunities within the upgraded system.

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	Implement the AquaZone Operational Plan and make improvements to drive increased visitation.	Aquazone Service Manager	75%		Additional programming initiated in Aquatics, and Youth spaces. Participation in various community initiatives to highlight services-Deakin, Moyne Shire. In addition to this regular presence at local business and public areas to highlight facility programs. During this period AQZ staff are creating daily online workouts to retain engagement, this has seen non-members join our Facebook page to participate.
2.4.2	Complete the upgrade to AquaZone's water treatment system.	Aquazone Service Manager	100%		All items completed and signed off.
2.4.3	Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.	Recreation Planner	100%		Project completed along wide final aiming and lux level testing finalised. State Government acquittal to be submitted.
2.4.4	Continue implementation of the Reid Oval Redevelopment Project.	Service Manager Recreation & Youth	50%		Reid Oval project is on track and on budget. Concept and schematic designs are finalised and detailed documentation has commenced.
2.4.5	Implement Stage 1 of the Lake Pertobe Master Plan.	Manager Infrastructure Services	50%		Wayfinding signage project tender has been awarded. Design for footpaths is final. Playspace and waterplay D&C project has been advertised closing soon.
2.4.6	Commence implementation of the Active Warrnambool Strategy.	Service Manager Recreation & Youth	40%		An implementation plan is due in late April 2020.
2.4.7	Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.	Recreation Planner	75%		Sports Ground User Fees and Charges draft policy to be presented to Council. Briefing of stakeholders and User Groups to commence early April. After policy adopted by Council, issue fees to Summer 19/20 User Groups.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.8	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%		Implementation is complete. Online booking system is now in place, improving the efficiency of the process and the level of communication and data collected. Casual hires and seasonal use processes are ongoing.
2.4.9	Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.	Service Manager Warrnambool Stadium	30%		A number of specific gymnastics centre/program operating systems have been identified. Staff will assess these providers to identify the most compatible system with the requirements and available resourcing at the Warrnambool Gymnastics Centre. This project will cross over into 2020/21.
2.4.10	Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.	Service Manager Warrnambool Stadium	85%		The outdoor netball courts at the Warrnambool Stadium have had 18 new netball goals and net poles for 3 outdoor pickleball courts installed in February 2020. This renewal project in partnership with the Warrnambool City Netball Association will enable the Stadium to offer high quality outdoor courts for domestic competitions and the state netball association championship that Warrnambool will host in October 2020.
2.4.11	Upgrade the gymnasium's strength equipment at AquaZone.	Aquazone Service Manager	90%		Tender process undertaken and awarded to Technogym- install date set as the week beginning 24th June.
2.4.12	Commence a program of renewal works for AquaZone's outdoor 50m pool.	Aquazone Service Manager	75%		Programming implemented for youth, older adults, and all abilities. Implementation of online workouts through MyWellness.

2.5: Encourage and support more lifelong learning.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.5.1	Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.	Manager Recreation & Culture	45%		Improved relationship with SWTAFE has been established and shared outcomes agreed on. Technical team has been established. Improved process for endorsement of designs has been developed. Stage 1 community consultation has been completed.
2.5.2	Deliver Youth Leadership programs that a range of young people can access.	Manager, Capacity, Access & Inclusion	70%		The Warrnambool and Moyne Youth Awards are adapting and evolving in line with the challenges faced by the community with Covid-19. The Youth Council has worked hard to update the Awards to focus on a values based judging criteria, to enable a greater depth and breadth of



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					nominations. Almost 100 nominations have been received and highlight the extraordinary contribution young people make to our community. These contributions will be shared and celebrated via an online event that will be live streamed on Friday 8 May, at 7 pm.
					In addition to the Awards work has been occurring to include a Youth Showcase that will be released online between the 3rd and 7th of May. The Showcase will exhibit young people's musical, artistic, and film making talents. The Youth Councillors of both Warrnambool and Moyne have worked diligently throughout the process and look forward to sharing the Awards with the community in May.
2.5.3	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.	Manager Children & Family Services	60%		Continuing to attend MAV Kindergarten Expansion Group's, Capacity Assessment Planning Forums. State Plans in place to review and improve the enrolment process for 2021.
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 Development	80%		All early years services are continuing to work towards achieving bench marks under the Achievement program. Services have been awarded achievement in the Smiles for Miles program which involves Centre Based Child Care services completing a menu assessments conducted by the Healthy Eating Advisory Service.
2.5.5	Continue to improve school readiness outcomes through the implementation of the DET School Readiness Funding.	Service Manager Early Years Learning and Development	90%		All plans for 2020 have been submitted and reviewed and are underway within services.

2.6: Engage a broader range of people in cultural activities.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.6.1	Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.	Director City Growth	75%		A draft Master Plan has been completed for Tower Hill. Traditional owner and other stakeholder engagement and broader community consultation occurring. Project Control Group formed comprising Parks Victoria, RDV, Moyne Shire, Warrnambool City Council, Great Ocean Road Regional Tourism, VicRoads, and Visit Victoria. The beach access stair construction project at Moyjil has received



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					permit approval from Aboriginal Victoria. Construction expected to commence early 2020.
2.6.2	Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.	Art Gallery Director	90%		Exhibition and education programs were extremely successful following the WAG Relaunch until WAG closure for CV19. The WAG team continue to engage with the community in a range of ways including the GirlsTeam project for involving girls in STEM subjects through Art and development of the Ngathook Collective designed to immerse young Aboriginal and Torres Strait Islander girls in First Nations culture whilst developing life-long and practical skills which will help them to fulfil their potential. WAG has confirmed continuation of all current multi-year operational funding agreements regardless of closure, cancellations and changes to delivery.
2.6.3	Complete the 10 year strategy for the Warrnambool Art Gallery.	Art Gallery Director	60%		On hold pending the outcome of a feasibility study and business plan.
2.6.4	Continue to foster community partnerships to deliver arts engagement workshops and activities at the Lighthouse Theatre.	Service Manager Lighthouse Theatre	80%		 Workshops were held in conjunction with: Raise the Barre: A showcase of local dancers was held at the beginning of this professional show, allowing local dancers another chance to show off their skills. The Perception Experiment: A 90 minute workshop held alongside this Theatre Season performance focused on contemporary movement techniques. 20 local performers with their dance teachers enjoyed the opportunity offered and also attended the evening performance.
2.6.5	Develop and implement a Lighthouse Theatre membership program to provide increased engagement and opportunities for the community.	Service Manager Lighthouse Theatre	40%		Discussions with our ticketing provider continue into the options and abilities of the system to support memberships. The ticketing provider is now developing options based on the needs of the LHT and expect to have that finalised this financial year, and ready for roll out in 2020/2021.
2.6.6	Develop, launch and deliver the 2020 Theatre Season program which attracts identified target audiences and meet the objectives of the Lighthouse Theatre Programming Policy.	Service Manager Lighthouse Theatre	95%		Ticket Sales for the 2020 Season continue to be strong with a number of performances already complete. Completed performances have received audience praise and have met or exceeded expectations in regards to the quality and audience outcomes. Current subscriber count is 141, which is 6 more than the 2019 season.
2.6.7	Undertake a feasibility study for the future of the Warrnambool Art Gallery.	Art Gallery Director	25%		This work is due in May 2020.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.6.8	Manage the Warrnambool Art Gallery collection and programs to enable the gallery air-conditioning upgrade.	Art Gallery Director	95%		Installation is almost completed. Gallery reopening held.

2.7: Actively acknowledge local Aboriginal culture.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.7.1	Engage Aboriginal elders in Council's strategic planning and include Aboriginal culture, stories and language in projects whenever appropriate.	Travel Smart Officer	60%		Lake Pertobe Planning, Maternal and Child Health, Family and Children's Services, the Joint Library Community Engagement Program, and WAG have all undertaken engagement and promoted opportunities to consult and include Aboriginal elders.
2.7.2	Work with the Eastern Maar on developing Council's partnership role in relation to the establishment of treaty outcomes with the Victorian Government.	Director Corporate Strategies	80%		Regional approach being pursued with South and North West councils involved in claim area. Latest meeting teleconference held on April 6th to discuss current issues and Land Use Area Agreement impacts of future major projects. Ongoing project.

2.8: Increase participation opportunities for disadvantaged members of the community.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.8.1	Continue to monitor and deliver agreed annual priorities from the 'Early Years Compact'.	Manager Children & Family Services	80%		Annual priorities are on track; and regular attendance at the Early Years Compact meetings, both Regional and State have been maintained. The Early Years Compact Terms of Reference have now been reviewed and completed.



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

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

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.	Coordinator Assets & Development	50%		Advertising has occurred for members of the group in accordance with revised terms of reference.
3.1.2	Enhance safety at the Promenade through the improvement of sight lines.	Manager Infrastructure Services	60%		Council staff are trimming where possible within the planning permit requirements. Native vegetation precinct plan being prepared by Environment team, project brief sent to consultant but likely a multi-year process for acceptance.

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	70%		The South Merri Open Space Precinct Plan is currently on public consultation and is anticipated to be completed by June 2020. Master plans and landscape plans continue to be prepared and are informed by the Open Space Infrastructure guidelines. The majority of uncompleted city-wide strategies are either in progress or ongoing (62%). Implementation of the Open Space Strategy key initiatives is considered to be progressing on schedule.
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 currently under consideration.

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 the Changing Places Facility Project.	Manager, Capacity, Access & Inclusion	90%		Close to completion. Staff currently working through the final items of the project.
3.3.2	Develop and adopt a Playspace Strategy.	Assets Planning Officer	65%		A draft Playspace Strategy has been prepared, and is currently undergoing internal review prior to presentation to Council.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.3	Progressively plan and renew City Centre streetscapes.	Manager Infrastructure Services	50%		Kepler Street streetscape design has been drafted and ready for consultation. Placed on hold due to reduced car parking fund income expected in 2019-2020.
3.3.4	Upgrade of one public amenities building.	Coordinator Building Strategy & Services	15%		Design contract has been awarded and preliminary design options are presently being prepared for the McGennans toilets.
3.3.5	Develop "significant & heritage" tree renewal program.	Manager Infrastructure Services	20%		Internal stakeholder feedback, in particular planning, is being processed. Full street tree asset data already collected which will allow efficient refining to "significant and heritage" program once parameters finalised.
3.3.6	Prepare a strategy and funding model for a long- term tree replacement program.	Manager Infrastructure Services	55%		A replacement program has been drafted as part of the tree asset management plan based on the remaining useful lives determined from the tree risk audit. This program presented to the Tree Working Group to be costed and levels of service agreed upon.
3.3.7	Develop and expand off- street parking areas.	Director City Infrastructure	25%		Strategic purchase is being considered for 2020-2021.
3.3.8	Complete a review of the City Centre Car Parking Strategy.	Manager City Amenity	70%		A strategy update is being prepared and community consultation has occurred. Impacts on parking and as a result of the Corona virus will need to be considered before the strategy can be finalised.

3.4: Maintain and enhance existing Council infrastructure.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.4.1	Identify and regularly monitor condition of asset classes.	Manager Infrastructure Services	80%		Tree and beach asset inspections complete. programmed asset inspections for FY nearing completion.
3.4.2	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.	Manager Infrastructure Services	45%		Budget bid for cannon restoration submitted. Proposal from local Contractor for in kind works to restore being assessed and discussed with RSL
3.4.3	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.	Manager Infrastructure Services	55%		Drainage AMP draft complete and being reviewed. Building AMP draft complete and being reviewed.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.4.4	Complete service level reviews for parks and gardens and roads and drainage services.	Coordinator Municipal Depot Operations	20%		Once budget is finalised for 2020-2021 service levels can be formalised. There are several new maintenance tasks to add into the service levels.

3.5: Advocate for better regional connections.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.5.1	Seek funding for and deliver road safety projects.	Coordinator Infrastructure Management	100%		Funding applications made to the following programs - Federal Blackspot - Banyan Merri Roundabout - TAC Funding - Ward St Crossing - Vic Roads Community Road Safety Grants
3.5.2	Advocate for essential safety and road improvements on the Princes Highway West.	Director City Infrastructure	75%		Advocacy is continuing through the Princes Highway West Action Alliance.
3.5.3	Advocate for improved passenger and freight rail services.	Director City Growth	75%		The \$114 million Warrnambool Line Upgrade includes building a new crossing loop, signaling upgrades and 12 level crossing upgrades. Construction has begun on level crossing upgrades include installing boom gates, bells, flashing lights and improved train detection technology. The level crossing upgrades, delivered by V/Line, are targeted for completion by mid-2020. The broader works as part of the \$114 million upgrade is expected to be complete late 2021. Advocacy from Council and the Rail Freight Alliance continues for the Rail Freight Mode Shift Incentive Scheme (MSIS) to be extended beyond June 2020.



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

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.1	Facilitate and promote business support initiatives to grow the local economy.	Economic Development Administration Officer	75%		The Economic Development branch has been engaging and supporting our businesses in response to the impacts of COVID-19 (#GetAroundWarrnambool). A business concierge service has been established on Council's website which links businesses to Government assistance packages, mentoring support, practical advice and mental health connections. Engagement occurring across a range of business sectors either through direct contact (phone, email) or a broader survey to assess the impacts of COVID19.
4.1.2	Provide executive support to implement the Great South Coast Food and Fibre Plan.	Director City Growth	75%		A Great South Coast Food and Fibre marketing campaign was launched in February 2020. Executive support continues to be provided to the Great South Coast Food and Fibre Council. Key achievements to date include effective advocacy for water policy reform, 3 phase power upgrades, dedicated website and branding, Communication and marketing plan completed, food and fibre focus groups educational and leadership programs developed. Some 26 of the 42 initiatives of the Great South Coast Food and Fibre Plan have either commenced or have been completed. Work under way to finalise a sustainable funding model for the Group, including recently incorporating to broaden access to funding opportunities.
4.1.3	Develop and circulate economic data and analysis to business and industry.	Economic Development Administration Officer	80%		Key economic indicators were regularly communicated to Council and wider business community including building approvals, population growth, unemployment data regularly updated and made available online (ref: https://www.economyprofile.com.au/warrnambool). A survey and direct business engagement is occurring to understand the scale and breadth of economic impacts on our circa 2,800 registered businesses as a result of COVID19.
4.1.4	Implement Warrnambool - China Strategy to build local business capacity and capability.	Economic Development Administration Officer	80%		The Economic Development Team have held preliminary virtual meetings with Asialink Business to explore opportunities that would have the greatest long term impacts for the city's businesses post COVID-19. The Australian China Business Bureau summit which was due to be held in Q3, which WCC would have participated has been postponed due to COVID-19.
4.1.5	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional	Designated Area Migration Agreement Coordinator	75%		The GSC DAMA aims to provide the regions employers with a further option in addressing critical skills shortages. Employers must demonstrate genuine recruitment activities domestically before requesting a labour agreement with the Department of Home Affairs through a DAMA. At the end of the programs third quarter 68 positions have been endorsed or are at assessment stage. Information sessions focusing on the dairy industry were held and well attended in

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Certifying Body function on behalf of the Great South Coast.				Warrnambool and Camperdown with similar initiatives to inform employers across other sectors planned. The approved occupations list remains at 27 although others are being considered in consultation with industry and local councils.
4.1.6	Deliver Social Housing Planning Project.	Coordinator City Strategy	75%		The Social Housing Planning Project is funded through the State government's Social Housing Investment Program. The project commenced in July 2019 with the procurement of a social housing consultant. Stakeholder engagement has been undertaken, including data collection and analysis to inform the first stage of the project. Stage 2 of the project has now commenced and includes investigating issues and opportunities to increase social housing in Warrnambool.
4.1.7	Plan for the development and implementation of precinct structure plans.	Coordinator City Strategy	65%		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 PSP. Further detailed technical studies are currently being commissioned to inform the PSP. The Allansford strategic framework plan is currently underway with the second round of community engagement. The Eastern Activity Centre structure plan is in the process of implementation via a Planning Scheme Amendment (Planning Panel report received and considered, and the Amendment adopted by Council on 2 March 2020). The Amendment is now awaiting final approval from the Minister for Planning.

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.	Economic Development Administration Officer	70%		Facilitating key place-making activation and engagement activities by partnering with industry to host regular networking and community idea 'pitch' nights which supports a community member implementing a place making idea in the city. Economic Development has also been working with the Events team towards our first in virtual place making event - Lounge Fest, an online concert showcasing the regions musicians to be held over the Easter weekend.
4.2.2	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.	Director City Growth	70%		Advice and support provided to a number of potential investors at preliminary planning stage across residential, industrial and visitor economy sectors. Engagement occurring with State Government Departments and Agencies regarding a number of Crown Land parcels across the City.
4.2.3	Implementation of Development Plans and	Coordinator City Development	60%		Development Plan applications and Development Plan amendments continue to be processed and determined by Council:- Logans Beach Coastal Village, implementation of Hopkins Heights



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Developer Contributions Plans.				Development Plan. Also developing guidance notes for applicants on how to prepare a Development Plan. Development contributions have been received and acknowledged for the North Merri Development Contributions Plan and North Dennington Development Contributions Plan.
4.2.4	Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.	Economic Development Administration Officer	100%		Securing a \$284,000 grant through Victorian Government 'LaunchVic' funding, Warrnambool City Council coordinated 'the Ideas place" a 12 month program to engage and support local entrepreneurial activity across Warrnambool City, Moyne and Corangamite Shires. This initiative has also formalised a partnership with SW TAFE in their entrepreneurial\innovation\incubation hub 'The Hive' which was launched in March 2020.

4.3: Enhance the visitor experience.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.1	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.	Director City Growth	70%		Over \$700 million in private sector investment is in planning. \$108 million of State and Federal Funding has been secured for implementation of Stage 2 of the Shipwreck Coast Master Plan. \$153 million for Great Ocean road maintenance. Parks Victoria have commenced Stage 1 works which is delivering: 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 wifi and digital interpretation platform to enhance the experience for visitors.
4.3.2	Support the activities of the Great Ocean Road Regional Tourism Board.	Director City Growth	75%		As the COVID19 situation continues to evolve, Great Ocean Road Regional Tourism (GORRT) are providing support to the industry across the region via information updates, business support, government relief packages, and webinars.
4.3.3	Continue to implement actions of the 2018-2022 Events Strategy.	Service Manager, Events & Promotion	75%		Delivery of Beachfest 2020 with high participation across 27 different activities over the 3 week period in January. Significant disruption to Events calendar programming occurring due to COVID19 impacts. Events team offering support and advice to affected Events organisers. Virtual concert (Lounge Fest) has been organised for Easter featuring 20 musicians as part of the #GetAroundWarmambool initiative.
4.3.4	Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the	Director City Growth	40%		The Warrnambool Destination Action Plan is to be reviewed with the support of GORRT. Other Visitor Economy stakeholders will be invited to participate in the review with the expectation that a broader base of our City's Visitor Economy will be engaged



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Warrnambool Destination Action Plan.				and lend support towards implementation of the updated Destination Action Plan.
4.3.5	Deliver a population attraction campaign supported by a Victorian Government grant.	Economic Development Administration Officer	100%		Since receiving Victorian government funding to develop a population attraction campaign targeting retirees and baby boomers to relocate to Warrnambool, the Economic Development unit has undertaken research based initiatives via focus groups and surveys within the target market both inside and outside the city. This research has led the development of a range of targeted marketing campaign activities including the development of a website, advertisement development and post code targeted campaigns to draw interest from the target market to relocate to Warrnambool.
4.3.6	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).	Director City Growth	60%		Consultant appointed. Phase 1 has included site visits and a detailed survey of users. Situational paper prepared. Workshop with Councillors delivered. First draft of long term directions and themes under development.

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	75%		Council has continued to advocate for improvements to transport infrastructure and this has included making the Mayor making representations and providing media content on behalf of the Great South Coast.
4.4.2	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.	Director City Growth	70%		The Princes Highway West Action Alliance and Alliance of Councils for Rail Freight Development continue to advocate for upgrades improvements on the Princes Highway West and rail connections. This is an ongoing action.
4.4.3	Enhance the outcomes of Council's regional partnership role and ensure the appropriateness of outcomes for Warrnambool.	Director Corporate Strategies	80%		Key advocacy areas to be articulated in year four Council Plan. Current Covid-19 emergency and recovery efforts post the crisis have moved to the fore in Councils considerations around advocacy and restoring local vitality.
4.4.4	Develop a Smarter Cities Plan to understand Council's role in the evolution of technology enhancing the growth of a regional city.	Director Corporate Strategies	75%		Development of the shared enterprise system between Warrnambool, Corangamite and Moyne will provide for the platform that will enable greater connectivity to the community and the utilisation of big data in the organisation's that is the foundation of work being created in smarter cities. Scoping of a shared Information Technology Strategy is also being scoped in order to better inform priorities



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					for both the organisation's involved and the plan for improving a smarter cities focus across the region. Project and strategy progressing

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.5.1	Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.	Coordinator City Development	70%		Recent changes to the swimming pool regulations has been communicated to the community via Council's website, media and direct mail to affected residents. The information provided includes an overview of the swimming pool regulation changes and associated responsibilities.
4.5.2	Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.	Economic Development Administration Officer	85%		Warrnambool City worked with Deakin University and South West TAFE on a range of regional initiatives including IdeasPlace, China Host program, international student attraction, International Student Guide as well as coordinating formal welcomes for requested student and official delegations. Council led the application for Deakin University research project - Great South Coast Economic Futures which is exploring large commercially feasible projects across a range of sectors - energy, manufacturing, water and tourism. Warrnambool City Council has also formed an MOU with SW TAFE on the South West 'Hive' regional business co-working and incubation project due for completion in October 2019. Stage 1 Federal funding for a Deakin led and council supported renewable energy precinct secured in Dec 2020.



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

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.1.1	Provide community engagement opportunities relating to Council projects as required and funded.	Travel Smart Officer	60%		MCPP has not led any consultation activities this quarter however MCPP has provided guidance, support and advice regarding engagement planning and processes for Lake Pertobe Renewal Project, Merri River Precinct Plan and stakeholder and partnership engagement for a range of community projects. Internal engagement was undertaken to seek feedback from families on the Lake Pertobe Playground Concept. Significant community engagement was undertaken as part of the community launch of the Warrnambool 2040 plan in mid-September.
5.1.2	Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.	Manager Governance Projects & Risk	90%		Amplification of meetings added though current crisis is reducing ability for community to attend meetings. Officers are scoping interim video streaming measures to increase accessibility during current crisis.
5.1.3	Prepare for the 2020 Council elections.	Manager Governance Projects & Risk	80%		Election preparation is continuing on track. VEC have moved from face to face contact to electronic only contact. Finalisation of CEO voters roll and accommodation are progressing. Candidate training and information sessions are being looked at with an electronic delivery method to be confirmed.
5.1.4	Report on the extent and engagement with Council's communications measures.	Manager Communications	75%		Continue to provide data on request to indicate engagement with Council initiatives including consultations for the City Centre Parking Strategy and the Draft South of Merri Open Precinct Plan. Website data indicates strong engagement and interest in how Council services have been impacted by COVID-19.

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	Manager Governance Projects & Risk	50%		New act has come into place with a four phase roll out to Local Government. A key changes guide is being prepared for Council to work

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	procedures in line with the new Local Government Act (if enacted).				through in a Councillor briefing. Key Policies are being updated to reflect changes in the act and our compliance. Council has already initiated many of the changes foreshadowed in the previous draft act and is well placed to fully comply with the changes introduced.
5.2.2	Support reviews of Council's Governance Framework (systems and policies)	Manager Governance Projects & Risk	60%		Policy updates under way.
5.2.3	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	30%		Actions identified in the Remedial Action Plan are being addressed, verified and approved by Worksafe in the allotted time frames.
5.2.4	Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.	Manager Organisation Development	85%		Following the initial presentation of the review to the feedback was provided and considered. Outcomes from the review are expected to be commenced in Q4.
5.2.5	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.	Manager Organisation Development	30%		The Gender equity Bill passed parliament on 25 February 2020. As such a Gender Audit has commenced which will inform the development of a WorkForce Plan having regard to gender equity, diversity and inclusiveness. The L&D team are researching relevant training programs to support this process.
5.2.6	Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture.	Manager Organisation Development	75%		The relaunched Staff performance review process is identifying relevant training needs on an individual level. The implementation of the corporate training needs analysis has commenced resulting in planned roll out of corporate based training.
5.2.7	Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.	Manager Organisation Development	50%		The identification of best practice HR functions continues.
5.2.8	Develop a Municipal Early Years Strategy.	Manager Children & Family Services	5%		Not progressing due to lack of funding avenues.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.9	Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM)	Manager Information Services	60%		Working on a report for EMT listing the current controlled documents and their associated review cycles and owners.
	system.				Working on a package of reports for EMT indicating record keeping performance and compliance across the organisation. If there are insufficient standard reports, we will allocate AMS capacity to the task. Schedule to be agreed.
5.2.10	Refresh the IT Strategy.	Manager Information Services	35%		Still awaiting confirmation from Moyne and Corangamite that they are prepared to proceed with a shared strategy.
					Moyne have indicated yes, however as of 21 Feb Corangamite were non-committal.
5.2.11	Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.	Director Corporate Strategies	90%		Final addendum to be submitted mid April on advice from Local Government Victoria requested updates. Presentation to LGV board postponed until May - June due to resourcing constraints at LGV.
5.2.12	Improve the resilience of IT Systems.	Manager Information Services	100%		130 New devices have been deployed. Displaced devices have been retained to facilitate WCC staff working from home during the Covid-19 pandemic. Most of WCC's loan laptops have been deployed and a large number of WCC staff personal devices have been configured for working from home. Dual monitors have been deployed where required.
					Server and Desktop Administrator is working from Shipwreck Bay Holiday Park office.
					IT Help desk coordinator is working from home.
					Instructions have been issued to all staff;
					* Advising how to easily show 2 windows on one screen.
					* How to make multi-party phone calls from a smartphone
					* Conferencing applications - what to do, and not do
					* How to clean and disinfect your IT equipment
					* How to keep in touch with your teams working remotely
					* Do not remove IT equipment



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					 * Beware Covid-19 scams Zoom has been deployed for video conferencing. Default settings have been changed and guidelines issued to ensure security of Zoom meetings. License for Fortinet firewall has been upgraded to 200Mbps and Aussie Broadband corporate internet connection has been upgraded to 250Mbps to facilitate increased numbers of staff working from home. Radio links to remote sites have been tuned for improved performance.
5.2.13	Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.	Manager Organisation Development	75%		Better utilisation of the Elumina software suite has resulted in more efficient allocation, tracking and reporting of OHS related tasks. The rostering software solution project continues as well as the identification of improved workflows within the Tech One HRP Module.
5.2.14	Coordinate, prepare and have adopted the Council Plan 2017-2021 (revised 2020).	Manager Communications	50%		The adoption of the new Local Government Act and the COVID-19 pandemic will have a strong bearing on the 2020 Council Plan revision.
5.2.15	Partner with the community implement the W2040 Community Plan.	Travel Smart Officer	70%		Manager position vacant at present. Focus is on maintaining community campaigns at the local level in this financial year
5.2.16	Embed and align Warrnambool 2040 (W2040) goals within Council's strategic planning and reporting processes.	Travel Smart Officer	100%		The essential alignment work that can be completed at this point has concluded. Once we have staffing in place we can commence the next stage works.

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	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.	Senior Revenue Officer	75%		Land surplus to needs is work continuing. COVID- 19 impact on Council owned properties requesting rental deferment, Revenue working closely with tenants.
5.3.2	Review and update the Long Term Financial Plan to ensure Council remains	Manager Financial Services	70%		Draft LTFP completed, changes being made in light of COVID19 and the response of Council.



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	financially sustainable into the future.				
5.3.3	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.	Manager Governance Projects & Risk	75%		Shared services are being considered across all corporate functions as Part of the Rural and Regional Councils transformation program.
5.3.4	Embed risk management within Council to influence key strategic and operational decision-making.	Coordinator Risk Management	100%		 11/02/2020 the draft strategic risks were emailed to the internal auditor/s for background consideration for the 2020/2021 audit program. 17/02/2020 the draft strategic risk assessments were presented to Councillor briefing for consideration in preparation for the review of the 2020/2021 Council Plan. 10/03/2020 the draft strategic risk assessments were presented to the Audit & Risk Committee for information purposes. The newly adopted strategic risks are included in Council's enterprise risk register (RiskWare). This register enables both strategic and operational risks to be systematically monitored and reviewed and will aid with decision making.
5.3.5	Ensure effective Business Continuity Planning (BCP) is in place.	Coordinator Risk Management	100%		Council's Business Continuity Plan and Directorate Sub Plans were recently updated following completion of the Business Impact Analysis review. All documents are accessible to the Business Recovery Committee and their proxies via the App 'Docs on Tap'. Annual Business Continuity test was conducted on 28/11/2019.
5.3.6	Coordinate, prepare and have adopted Councils Strategic Resource Plan.	Manager Financial Services	70%		Draft SRP completed, changes being made in light of COVID19 and the response of Council.
5.3.7	Coordinate, prepare and have adopted Councils Annual Budget.	Manager Financial Services	70%		Draft budget completed, changes being made in light of COVID19 and the response of Council.

5.4: Deliver customer-focused, responsive services.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.1	Maintain and implement the Home Support Program	Service Manager Home Support	80%		The Home Support Program self-assessment against the Aged Care Quality Standards has been completed. The Programs Continuous Improvement plan is being revised in light of the



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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	continuous improvement plan and self-assessment tool.				Self-assessment with a number of key actions identified and in progress.
5.4.2	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	30%		This project cannot be progressed in the current health crisis.
5.4.3	Enhance organisational awareness of Victoria's Child Safe Standards.	Manager Governance Projects & Risk	15%		Learning and development branch to work through roll out of awareness program with Governance and Risk Branch and appropriate family and children's services staff. Meeting held with key players in October but no further progress to roll out. Project timing to be re organised, still a key
					initiative however current Covid-19 crisis has delayed and reprioritised delivery
5.4.4	Review Council's complaint handling processes in line the draft Local Government Act changes and Ombudsman's guidelines.	Manager Governance Projects & Risk	60%		Review under way.
5.4.5	Undertake a review of the Customer Service Strategy 2019-2020 to establish timeframes and responsibilities against the actions identified within the plan.	Senior Revenue Officer	100%		Customer service strategy in place and action plan in PULSE and progress against plan being monitored.

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%		The Actins from the 2018 survey are completed/ongoing. The 2020 survey has been undertaken with results to be presented to the EMT in April 2020.

5.4. COUNCIL PLAN 2017-2021 (2020 REVISION)

PURPOSE:

This report considers the Council Plan 2017-2021 (revised 2020).

EXECUTIVE SUMMARY

Section 125 of the Local Government Act (1989) requires a Council to prepare and approve a Council Plan by the June 30 following a general election. The plan is reviewed annually.

The 1989 Act is in the process of being repealed and replaced with the Local Government Act (2020). The section in the new Act that address requirements for the Council Plan do not come into effect until October 2020.

All councils in the State have been granted until 31 August 2020 to adopt their revised Council Plans in recognition of the state of emergency that currently exists.

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

Over recent months Council has reviewed the Council Plan 2017-2021.

The Council Plan retains Council's vision for Warrnambool to be a Cosmopolitan City by the Sea, which references our beautiful and unique location and proclaims that the city is striving to be more welcoming, open and inclusive.

Council will also continue with the theme for the Council Plan – Growing Pride and Confidence in the City, which emphasises the need to celebrate and promote our city, its attributes and its appeal to those in the region and beyond.

This view of a City emerging from the current crisis is an important factor to keep in mind when dealing with the current challenges.

The key objectives are unchanged and remain:

- 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.

The draft revision of the Council Plan lists key activities and initiatives Council will undertake over 2020-2021 to deliver on the five objectives described in the Plan.

RECOMMENDATION

That Council

1. That Council, pursuant to Section 125 of the Local Government Act 1989 gives public notice of the Draft Council Plan 2017-2021 (revised 2020) for the Warrnambool City Council as set out in Attachment 1 of this report, inviting interested persons to make a written submission relating to such plan, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm, Wednesday June 3, 2020, and with any person who requests to be heard in support of his or her written submission to be read out at a Special Meeting of Council (if required) to be held at 5.45pm Monday, June 15, 2020.

2. That Council consider any:

- a) Submissions on the proposed Council Plan and;
- b) Recommendations to adopt the 2017-2021 Council Plan (revised 2020), at an Ordinary Meeting of Council to be held at 5.45pm, Monday 6 July 2020 by virtual live streamed meeting.

BACKGROUND

The Council Plan 2017-2021 was developed in late 2016 and early 2017.

The consultation included a discussion document circulated within the community. The plan also drew on an extensive base of community engagement activities undertaken by Council over recent years. This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The revised plan strongly acknowledges the Community Plan, Warrnambool 2040. An extensive community engagement process for this 20-year Plan was undertaken in 2017 and 2018 and there is an ongoing effort to involve community partners in the delivery of Warrnambool 2040.

As required by the LGA the Plan includes Strategic Objectives, Strategies for achieving the Objectives and Strategic or Key Performance Indicators for monitoring the achievement of the Objectives.

The Council Plan is a statutory requirement of the Local Government Act and is used by a number of other audiences and purposes including:

- A reference for the community.
- A framework for Council staff to build the annual Activities & Initiatives adopted by Council.
- A reference for State Government departments.
- Support for grant applications.
- Support for advocacy positions taken by Council.

Council is required to produce a Council Plan, Strategic Resource Plan, Budget and Activities and Initiatives which will be subject to public notice and submission processes under Sections 129 and 223 of the Act. The Strategic Resource Plan is included with the Council Plan.

Council will be contacting submitters to see if they wish to present virtually to the meeting or have their written submission considered. Those submitters wishing to present will be provided login details to attend the meeting virtually at a specific time allotted for no more than the allotted time.

ISSUES

The action and initiatives outlined in this Plan respond to the current Covid-19 pandemic and to the ongoing reduced service outcomes projected for some areas of Council.

The action and initiatives outlined in the Plan also seek to focus on recovery and stimulus efforts of Council for the community on the easing of Pandemic restrictions.

FINANCIAL IMPACT

Changes to the Strategic Resource Plan acknowledge the current impact of the Covid-19 pandemic and the likely medium-term effects on the community, Council's services and the underlying impacts on Councils financial position.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

Section 125 of the Local Government Act (1989) requires a Council to prepare and approve a Council Plan by the June 30 following a general election. The plan is reviewed annually.

The 1989 Act is in the process of being repealed and replaced with the Local Government Act (2020). The section in the new Act that address requirements for the Council Plan do not come into effect until October 2020.

COMMUNITY IMPACT/CONSULTATION

The Council plan remains informed by extensive community consultation undertaken from the development of the Warrnambool 2040 community Plan and ongoing Strategic Plan consultations with the community over the preceding 12-month period.

This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

LEGAL RISK/IMPACT

The current Pandemic emergency holds clear and present material risks for the ongoing services of Council to the community. Council continues to put appropriate controls in place to mitigate these social, operational and economic risks.

OFFICERS' DECLARATION OF INTEREST

No officer holds a conflict of interest in the preparation of this report

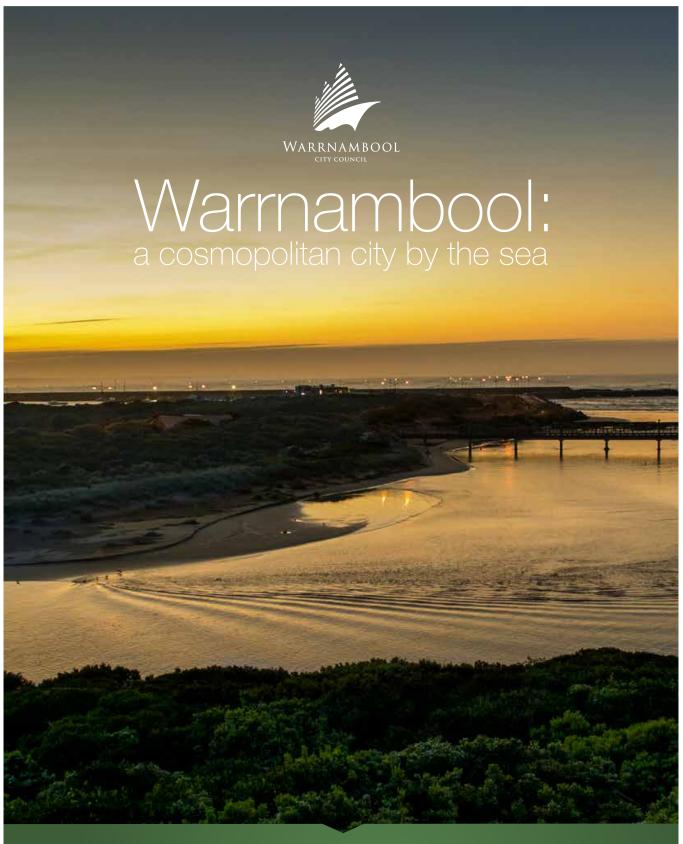
CONCLUSION

The rapidly changing nature of the current crisis is likely to see Council review its actions and initiatives and associated budget during 2020- 2021 on a regular basis to respond to changing circumstances. The current Council Plan responds with the long term future of the community in mind and with the best available information to respond to the current crisis in a balanced and measured form.

ATTACHMENTS

- 1. Council plan 2017-2021 (2020 revision)_online [5.4.1 34 pages]
- 2. WCC Strategic Resource Plan [5.4.2 32 pages]

Attachment 5.4.1



Council Plan 2017-2021 Revised 2020

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Warrnambool City Council Council Plan 2017-2021 (Revised 2020)

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The Council Plan is a key local government document that sets the strategic direction for the city over the next four years.

t contains a vision and broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives.

Allocating resources to deliver on the actions proposed in the Council Plan is done through the development of a Strategic Resource Plan. The Strategic Resource Plan identifies the financial and non-financial resources required by Council over a four-year period. The Strategic Resource Plan is contained at the end of this Council Plan. Council also produces an annual budget which describes objectives and activities over a one-year period and the resources that will be allocated to achieve those objectives. This 2020 revision of the Council Plan 2017-2021 aligns Council action with the aspirations in the long-term community plan, Warrnambool 2040 or W2040 which was adopted by Council in December 2018. The visions and goals for Warrnambool's future in the W2040 Plan were developed by the community. These goals will be achieved in partnership with a diverse range of groups, clubs, families, individuals and organisations across the Warrnambool community. Council's role in W2040 is as one of these many partners and as a facilitator of partnership and reporting.

Why have a Council Plan?

Along with providing guidance and certainty around Council direction and actions over a four-year period, the Council Plan is also a requirement under the Local Government Act 1989.

he Local Government Act 2020 replaces the 1989 Act and the sections of the new Act pertaining to the Council Plan will come into effect in October 2020.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement around the objectives. The Council then develops actions and initiatives to deliver on the objectives in the plan. The Council plan is our overt statement to the community of what Council is committed to for the term of the plan. The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources. The Council Plan also contains the four-year Strategic Resource Plan, a requirement under the Local Government Act 1989.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act 2020.

he role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The Act specifies the following governance principles and supporting principles:

(1) A Council must in the performance of its role give effect to the overarching governance principles.

(2) The following are the overarching governance principles—

(a) Council decisions are to be made and actions taken in accordance with the relevant law;

(b)priority is to be given to achieving the best outcomes for the municipal community, including future generations;

(c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

(d) the municipal community is to be engaged in strategic planning and strategic decision making;

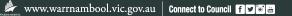
(e) innovation and continuous improvement is to be pursued;

(f) collaboration with other Councils and Governments and statutory bodies is to be sought;

(g) the ongoing financial viability of the Council is to be ensured;

 (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

(i) the transparency of Council decisions, actions and information is to be ensured.





Cr Tony Herbert

The Council

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters.

Seven Councillors were elected in October 2016 for a four-year term. In February 2020 Peter Hulin resigned as a Councillor. Following a count back of votes by the Victorian Electoral Commission Cr Peter Sycopoulis was elected to fill the vacancy. Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Tony Herbert was elected mayor on October 9, 2018.



Cr Sue Cassidy



Cr Kylie Gaston



Cr Robert Anderson



Cr Peter Sycopoulis



Cr Michael Neoh



Cr David Owen

Attachment 5.4.1

The organisation

The Councillors are the decision-makers who, with input from the community, set the vision and strategic direction for the municipality.

The Council's operational staff, some 700 full-time, part-time and casual staff, headed by the Chief Executive Officer, Peter Schneider, help deliver the vision and goals of the Council.

The staff implement Council decisions, provide advice to the Council, help ensure compliance with relevant legislation and assist with the management of resources and assets to provide services to the community.

The municipality

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

t contains the coastal city of Warrnambool and the towns of Allansford, Bushfield and Woodford. Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities. Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

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

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



The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction. The Warrnambool Regional Airport accommodates emergency service aircraft including an Ambulance Victoria helicopter. Warrnambool has a moderate climate with an average maximum summer temperature of 24°C, while the average winter maximum is 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.

Our Vision

A cosmopolitan city by the sea

Our theme

Growing pride and confidence in the city

Our Objectives

These five objectives support the Council's vision.

- Sustain, enhance and protect the natural environment
 Foster a healthy, welcoming city that is socially and culturally rich
- Maintain and improve the physical places and visual appeal of the city
- . Develop a smarter economy with diverse and sustainable employment
- Practice good governance through openness and accountability while balancing aspirations with sound financial management.

Our values

In 2018, Council developed and adopted new organisational values. These describe the core ethics or principles which we abide by. They guide staff behaviour, as well as our strategic and operational de-cisions.

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, support-ing decisions and outcomes for the benefit of all.

Respectfulness

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.



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Attachment 5.4.1



The Council Plan & Warmambool 2040

In 2018 Council adopted a long-term community plan for Warrnambool. Thousands of residents and hundreds of clubs, groups and organisations shared their aspirations for the future.

hrough this extensive community-led process, long term visions and goals for Warrnambool's environment, economy, place and people were developed

The plan comprises four key visions for Warrnambool.

They 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.

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A message from the Mayor

Welcome to the 2020 revision of the Council Plan for 2017-2021

A n annual revision of a Council Plan usually involves some fine tuning with few significant changes.

The impact of COVID-19 on every part of our municipality, our state and our nation have meant that this year's revision does involve more change than would otherwise be anticipated.

While the primary objectives of our Council Plan have not changed, the actions we will take to achieve them have changed as a result of Council operations being profoundly impacted by COVID-19 precautions.

It is also appropriate to acknowledge the impact of COVID-19 on the whole community, with whom Council partners on many projects and initiatives.

The economic and social effects of the pandemic have been profound. Many people have lost work or had their hours reduced. Many businesses have experienced reduced activity and income and those isolating at home have had to overcome the challenges or working remotely and in some cases juggling work with parenting under the one roof. But throughout this enormous disruption the community has responded magnificently.

It has highlighted the caring attitudes and willingness on the part of residents to look out for their neighbours, friends and relatives.

COVID-19 has also seen many businesses start new approaches to delivering goods and services and accelerate the transition to using the digital world to remain viable.

The digital era has made connecting with people perhaps a little easier than before.

The other significant development is the new Local Government Act, adopted by the Victorian Government in March 2020. While the new laws relating to the Council Plan will not be proclaimed until October 2020, among other changes are the requirement for each municipality to have a long-term "community vision", developed by the community. This requirement was anticipated in Warrnambool and the community developed the Warrnambool 2040 long-term plan which has been influencing Council direction over the past two years.

Cr Tony Herbert Mayor

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A message from the CEO

The revised Council Plan will help Warrnambool continue to be Victoria's most liveable city.

Ver the coming year work will continue or commence on a number of key projects for which funding has been allocated from other levels of government. The implementation of works contained in the Lake Pertobe Master Plan is one that the community is looking forward to. Council received a Federal Government grant of \$1.45 million to complement Council funding to undertake this project. Work will also continue on the redevelopment of Reid Oval.

There are numerous stakeholders involved in this project and there is much to be done on the planning and scheduling in addition to the on-ground work that will transform this sportsground. Council will also be working with South West TAFE and the wider community on the new library-learning centre. This is an intergenerational project for which there are high expectations. It is anticipated that this project will have a positive impact on education attainment levels within Warrnambool while also continuing to meet the needs of those who are regular library users. On the sustainability front we will have a complete rollout of our Food Organics Garden Organics (FOGO) project. This is a more environmentally sound way to deal with our city's waste and will help reduce our city's greenhouse gas emissions.

This revised Council Plan includes the delivery of findings of an organisational review undertaken in 2019-2020. The review examined whether resourcing levels are appropriate and whether we are making the right efforts in the right areas of our operation. Council will continue to provide a wide range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

Peter Schneider Chief Executive Officer

Objective: Sustain, enhance and protect the natural environment

Protected waterways, coast and land Preparedness for climate change Options for waste minimisation

Benefit from eco-business

What it means: protected waterways, coast and land; preparedness for climate change; options for waste minimisation, benefit from eco-business.

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri. Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus. Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150. Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna. Warrnambool wants to have zero net greenhouse gas emissions by 2040.

This will be achieved through a combination of improving management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality and expanding the rollout of energyefficient LED street lighting. Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge. Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.

Strategies

- Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- Assess our climate change preparedness
- Review options for managing waste Educate and partner with the community on 1.5 Council's sustainability initiatives

Strategic indicators

- Greenhouse gas emissions reduction of 30% from
- diverted from landfill
- Increased net visitation to natural attractions in the region
- Net increase in the number of new native plantings and revegetation areas
- 100% delivery of funded vermin control program



Existing Strategies and Plans that support this objective:

- Green Warrnambool Plan
- Climate Change Action Plan
- Open Space Strategy
- Sustainable Transport Strategy
- Coastal Management Plan
- Domestic Waste Water Management Plan
- Merri River Restoration Strategy
- St James Park Masterplan
- Waste and Litter Education Strategy
- Port of Warrnambool Safer Boating Launching Master Plan



Alignment with Warrnambool 2040

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

By 2040 the City of Warrnambool will have zero net greenhouse gas emissions.

arrnambool's energy is sourced from renewable sources.

Warrnambool is a "20 minute City" with a fully connected and comprehensive pedestrian and bicycle path system through the municipality. Vehicular transport is approaching 100% fuelled by renewables.

No neighbourhoods are car-dependent. All have alternative transport options to daily destinations. Warrnambool has continuous loops of off-road walking and cycling trails along all waterways and the coast.

Most children walk or cycle to school most days. Most adults walk or cycle for transport daily. Environmentally Sustainable Design (ESD) principles used for all new developments and upgrades. All new infrastructure designed for the changed and changing climate.

New Council buildings have greater than a 5 green star rating.

Zero Carbon Neighbourhood High level of community awareness about how to avoid and decrease the personal impacts of severe weather events and a changed climate. There are several 'climate resilient' playgrounds in Warrnambool.

Zero recoverable waste to landfill. No littering or pollution to our environment.

No single use, unrecyclable plastic items are used in Warrnambool. Warrnambool has developed a framework for a closed loop economy. Over 330,000 trees planted 90% of Warrnambool's biodiversity corridors planted Increased flora & fauna biodiversity.

No new pest or weed species have been introduced. No indigenous flora or fauna species have become extinct. Key cultural sites are managed by Traditional Owner Partnerships.

Urban Water Sensitive Design principles are used in all infrastructure and open space developments and upgrades. All new developments incorporate roof water harvesting infrastructure.

The Index of Stream Condition for the Hopkins River and Merri River is excellent. Wetlands and riparian areas are graze free zones.

Warrnambool's use of potable water is 20% less than 2019 levels.

The Merri River corridor is a connected series of parklands that support active transport, nature-based recreation and wildlife movement.

Warrnambool urban areas will have 30% canopy cover from vegetation. Over 50% of fresh produce, consumed in Warrnambool is sourced locally, from backyards, community gardens, farmers' markets and local businesses.

Dojective

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

More people healthy and well More people learning More people culturally involved More people connected and participating

d Resilience in emergencies

A healthy and safe place to live and study

What it looks like: more people healthy and well; more people learning; more people culturally involved; more people connected and participating; resilience in emergencies; a healthy and safe place to live and study.

Arrnambool has an increasingly culturally diverse and growing population.

Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council. The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions. While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council.

Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. Warrnambool is an education city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home. The W2040 process found residents want the city to be welcoming and inclusive city, that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment. The new Active Warrnambool Strategy aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

Strategies to achieve this objective

- 2.1 Promote healthy lifestyles
- 2.2 Increase participation, connection, equity, access and inclusion
- 2.3 Increase community health and social connections
- 2.4 Encourage and support participation in sport, recreation and physical activity
- 2.5 Encourage and support more lifelong learning2.6 Engage a broader range of people in cultural
- activities
- 2.7 Actively acknowledge local Aboriginal culture
- 2.8 Increase participation opportunities for d isadvantaged members of the community

Existing strategies and plans that support this objective:

- Warrnambool a Healthy City 2017-2021
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Active Warrnambool (under development)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2017-2018
 levels
- Education attainment indicators higher than 2017
 levels
- Tertiary education participation rates higher than
 2017 levels
- Participation in health and wellbeing campaigns/ initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years
 Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2018 levels
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Allansford Recreation Reserve Master Plan
- Road Users Plan Municipal Emergency
- Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



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Other policies which influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government 2016
- Victorian Primary Care Partnerships Future
 Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-2019
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria
- Victorian Council of Social Services Strategic Plan 2015-2018
- Australian Council of Social Services Strategic
 Plan 2014-2017

- National Disability Insurance Scheme Victorian
 Program Introduction and Rollout 2016-2019
- Aged Care Reform Strategy, Australian Government
- Royal Commission into Out Of Home Care Findings & Regional Strategy 2017
- Royal Commission into Family Violence. Family Violence The Plan for Change
- Victorian Early Years Management Framework, Dept Education and Training
- Victorian Child Safe Standards





Our People: Warrnambool will be a city where all people thrive

By 2040 all residents are respectful, accepting and welcoming to people of all ages, abilities, cultures, races, ethnicities, sexual orientation and faiths or religions.

Il residents know their neighbours, feel safe walking on the street at night, volunteer and have attended a community event or activity in the past month. Family violence and all violent crime rates have dropped to be the lowest in Victoria. Health and well-being is a fundamental priority for all workplaces, community Plan Partners, clubs, groups, families and individuals.

All residents have a healthy diet, are sufficiently physically active and make informed and healthy choices about alcohol and drug use.

High quality and wide-ranging healthcare (physical and mental) and community services are more accessible to Warrnambool's residents than they were in 2017.

Aboriginal culture is respected and proudly celebrated by the local community and shared with visitors to the City. Health, educational, economic and social disadvantage no longer exists for Aboriginal people. Traditional Owners lead the City's environmental and cultural heritage management and have direct involvement in whole of community decision making and governance.

Learning about Indigenous culture, history and local language is commonplace in schools and workplaces. Most natural attractions and significant places are known by their Aboriginal names (where deemed appropriate by Traditional Owners). There are strong links between local business and industry and learning institutions of all types.

University and TAFE courses available in the city attract students from within and outside Warrnambool and offer recognised qualifications and training outcomes which meet the needs of the region's industries.

Warrnambool's rate of school completion (Year 12 or equivalent) is the highest in regional Victoria. All children are developmentally on track in all five domains of the Australian Early Years Census. All children attend early years' education and kindergarten before starting school. Lifelong learning opportunities are accessible to all residents.

In the second se

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

More of our city connected

More vibrancy in our city More fit-for-purpose infrastructure Greater amenity and ease of movement Be proud of what we already have

What this looks like: more of our city connected; more vibrancy in our city; more fit-for-purpose infrastructure; greater amenity and ease of movement; and pride in what we have already

Arrnambool aims to have well-designed commercial, residential, cultural and recreational precincts that are attractive, activated, accessible, sustainable, adaptable, multi-use and safe.

Warrnambool residents take great pride in the appearance of their city, its built environment and open spaces. They want their city to be the most liveable in regional Australia.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road and over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre. Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future.

Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques.

Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

- 3.1 Enhance movement in and around the city including better connections for cyclists and pedestrians
- 3.2 Create a more vibrant city through activating high quality public places
- 3.3 Build infrastructure that best meets current and future community needs
- 3.4 Maintain and enhance existing Council infrastructure
- 3.5 Advocate for better regional connections

Strategic indicators

- Reduced asset renewal gap from 2017
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2017 levels or better

Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan

- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moyne Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

- Creative State Strategy, Victorian State Government, 2016
- VicHealth Action Agenda, 2013-2023





Our Place: Warrnambool will be Australia's most liveable regional city

By 2040 Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

arrnambool's liveability is a key feature of the city's identity across Victoria. Affordable, decent and appropriate housing is available for all.

No one is homeless.

Utility costs are negligible and affordable for all as all properties are self-sufficient for their energy and water needs. Warrnambool is an accessible place for people of all ages, genders and abilities.

Warrnambool is known as a leading World Health Organisation Age-Friendly City and continues to plan and invest to retain this reputation.

Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

Warrnambool is a compact city whose population is accommodated within the growth boundary that existed in 2017. 10,000 residents will live in Central Warrnambool by 2040 (3800 in 2016).

No neighbourhoods are car-dependent. All have alternative, sustainable transport options, to daily destinations.

All daily destinations (work, school, shopping, recreation, health services) are all accessible in less than 20 minutes by sustainable travel.

Warrnambool has continuous loops of off-road walking and

cycling trails along all waterways and the coast.

Most adults walk or cycle for transport daily.

No road accidents in the City result in serious injury or death for drivers, cyclists or pedestrians. Shared, autonomous, electric vehicles (SAEVs) are operating effectively in the city.

Travelling time by train between Melbourne and Warrnambool has been reduced to two hours.

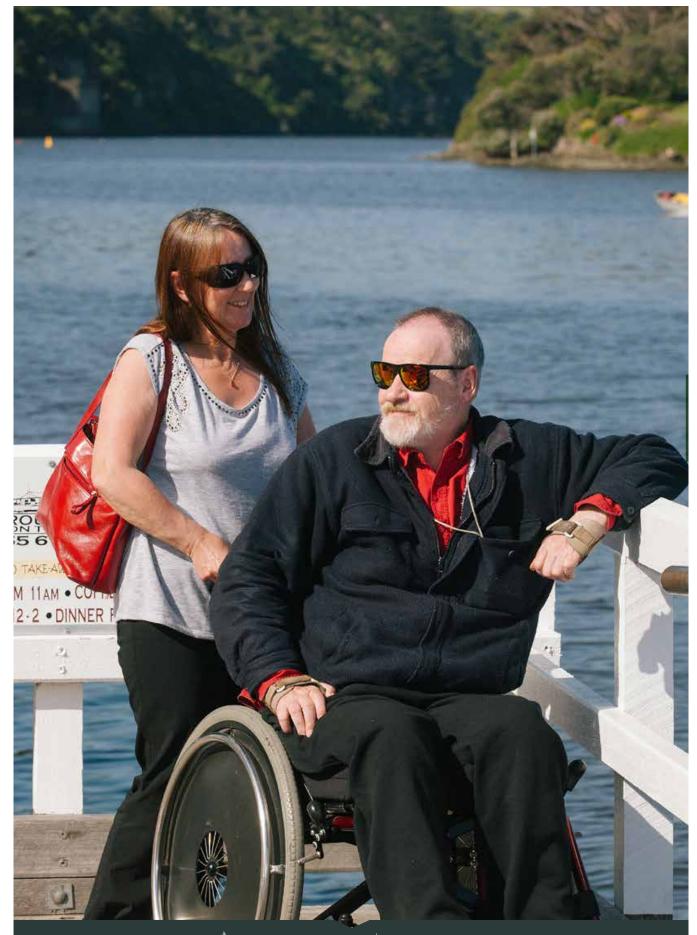
Road design and quality safely accommodates autonomous vehicles.

Warrnambool's Regional Airport meets the needs of business & industry, tourism and local residents. Warrnambool's population is accommodated within a compact city which has high quality commercial and public places and regional-level community facilities which are accessible to all residents.

Warrnambool has high-quality, regional-level arts, cultural and recreational facilities which are activated and programmed to meet the needs of the whole community and to attract visitors. Warrnambool's vast network of open space is valued, protected and enhanced and is recognised as vitally important for Warrnambool's residents and visitors.

Warrnambool's public spaces are thriving with activity and investment by the public and private sectors and the community.

Warrnambool's high quality community facilities and assets are well maintained and there is an agreed a strategy for renewal which is and funded to ensure their sustainability.



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Develop a smarter economy with diverse and sustainable employment

More people

More sustainable local economy More beneficial visitor economy

More modern infrastructure

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool.

The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035. Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years. Some of the growth in our economy will be the result of thinking globally.

We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth. Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne.

A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

The Princes Highway West continues to present challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012. The higher speed digital connections through the NBN provide opportunities for local business. The city has a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old. By 2040 the Warrnambool community wants its city to have Australia's most resilient and thriving regional economy.

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Strategies to achieve this objective

- 4.1 Grow the city's population through local economic growth
- 4.2 Encourage more sustainable local business
- 4.3 Enhance the visitor experience
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure
- 4.5 Create stronger links between education providers, business and industry

Strategic indicators

- Investment from government and private sector
- Gross Regional Product
- Education attraction of international students
- Planning decisions decisions upheld at the Victorian Civil and Administrative Tribunal
- Visitation increase and yield overnight stays

Existing strategies and plans that support this objective:

- Economic Development Strategy
- Great South Coast Food and Fibre Plan
- Flagstaff Hill Navigate 2017 Plan
- Surfside Holiday Park Development Plan



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Our Economy: Warrnambool will be Australia's most resilient & thriving

By 2040 people living in and around Warrnambool have flexible work and enjoy the option to work globally from the city.

here is a vibrant digital technology sector that employs an increasing range of professional, creative and technical staff.

New and existing services are available that help the community and business build their digital capacity including public libraries, and community and adult education providers.

Achieve Gross Regional Product growth in line with Victoria state average.

Warrnambool attracts and trains enough skilled workers to meet the needs of local industry.

Regional programs that help supply the skill needs of regional employers are provided and promoted.

Achieve a minimum 15 years supply of undeveloped land (commercial, industrial and residential). An active and

sustainable peak body that provides a united voice for Warrnambool business and industry.

Maintain and grow collaborative arrangements between cross border, and regional councils and interest groups. Maintain upward trend in relation to Domestic and International Overnight Visitors to Warrnambool Great South Coast region generates the largest value (\$) of agricultural output (\$) by region in Aus-tralia Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

Warrnambool's liveability is a key element of the city's identity and brand nationally. Due to its high quality lifestyle, Warrnambool is recognised as the ideal regional location for flexible and remote workers who work globally.

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

Council will provide strong advocacy for the community and region.

t will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision though increased engagement with the broader community.

Greater communication with the community also helps

build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

The successful delivery of the Council Plan depends on people and Council striving to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan. Council is also committed to working in partnership with the community to achieve the long-term visions set out in the Warrnambool 2040 Plan.

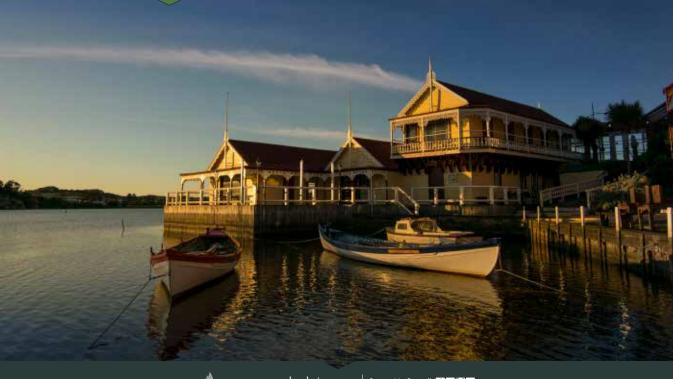
Strategies to achieve this objective

- 5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- 5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- 5.4 Deliver customer-focused, responsive services.
- 5.5 Foster an encouraging and positive staff culture.

Strategic indicators

- Budget and Strategic Resource Plan outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017-2018 levels or better
- Annual Community Satisfaction Survey at 2018 levels or better





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Achieving our objectives Actions and initiatives 2019-2020

Objective 1. Sustain, enhance and protect the natural environment

Strategy	Actions and initiatives
	Complete a Domestic Wastewater Management Plan.
1.1 - Protect and enhance our wa-	Ensure all septic tanks meet EPA guidelines and requirements.
terways, coast and land.	Review recycling practices in the city and develop short and long-term op- tions for recycling processing.
	Ensure compliance with Local Laws relating to horses on Lady Bay.
1.2 - Commit to being a carbon	Deliver street lighting energy efficiency replacement program.
neutral organisation by 2040.	Continue to reduce reliance on landfill by diverting organic material from waste streams.
1.3 Assess our climate change preparedness	Review and implement findings of the climate change adaptation audit.
1.4 - Review options for managing waste.	Investigate opportunities for waste to energy to reduce reliance on landfill.

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

Strategy	Actions and initiatives
2.1 - Promote healthy lifestyles.	Encourage social connection and promote active living in public spaces.
	Increase understanding of priority health and wellbeing issues in the com- munity.
	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
	Provide communications support to promote Council services and facili- ties.
	Implement Warrnambool - A Healthy City 2017-2021.
	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.
	Children with the highest needs within the community are identified and offered support through the Early Years Continuum.
2.2 - Increase participation, con- nection, equity, access and inclu- sion.	Strengthen and further develop the central enrolment process for kinder- gartens which respond to policy direction emerging from the Early Years Reform.
	Foster relationships between early years services and culturally diverse families, to make sure our services are safe and responsive to their cultural needs.
	Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.
	Ensure that the Commonwealth Home Support program meets and main- tains all quality service standards as established by the Commonwealth Government.
	Partner with local agencies and organisations to address health and well- being priorities.
	Support the collection and sharing of consistent data and evidence to inform strategic and service planning.
	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.
	Embed child safety standards across the Early Years Learning and Devel- opment Unit.
	Ensure regional assessment targets are met and that quality processes are adhered to.
	Implement Council's wellness, reablement and diversity plans.
	Continue to monitor and deliver agreed annual priorities of the State Gov- ernment Early Childhood Reform Plan across all Early Years Learning and Development services and alliance networks.
	Complete the principle pedestrian network plan to inform future invest- ment in our pathways and support sustainable transport.
	Continue to implement Council's Disability Action Plan.

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Strategy	Actions and initiatives
	Establish a parenting program supporting the needs of fathers within the community.
	Maintain and enhance child immunisation rates (from 95 per cent cover- age).
	Develop a proposal for the development of fit-for-purpose immunisation facilities.
	Complete the Age Friendly Communities Project.
	Establish and deliver a Neighbourhood House program in the West Warr- nambool Community.
	Early childhood services know how to respond and reduce harm related to childhood trauma.
	Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.
2.3 - Increase community health and social connection.	Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.
	Analyse impact of childcare subsidy and other sector reforms on the Out- side School Hours Care operating model.
	Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.
	Establish Archie Graham as a key provider of health and wellbeing infor- mation, activities and opportunities for older adults and other community groups.
	Continue to support and grow active volunteerism within the local commu- nity.
	Increase connectedness and build health and wellbeing knowledge of local people via social media.
	Upgrade the gymnasium's strength equipment at AquaZone.
	Explore facility management software or web-based solution for Warrnam- bool Gymnastics Centre.
	Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.
2.4 - Encourage and support par- ticipation in sport, recreation and	Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.
physical activity.	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 book- ings.
	Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.
	Implement Stage 1 of the Lake Pertobe Master Plan.

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

Strategy	Actions and initiatives
	Implement the AquaZone Operational Plan and make improvements to drive increased visitation.
	Commence implementation of the Active Warrnambool Strategy.
	Continue implementation of the Reid Oval Redevelopment Project.
	Complete the upgrade to AquaZone's water treatment system.
	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.
	Deliver Youth Leadership programs that a range of young people can access.
2.5 - Encourage and support more lifelong learning.	Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.
	Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.
	Continue to improve school readiness outcomes through the implementa- tion of the DET School Readiness Funding.
	Develop, launch and deliver the 2020 Theatre Season program which attracts identified target audiences and meet the objectives of the Lighthouse Theatre Programming Policy.
	Develop and implement a Lighthouse Theatre membership program to provide increased engagement and opportunities for the community.
2.6 - Engage a broader range of people in cultural activities.	Continue to foster community partnerships to deliver arts engagement workshops and activities at the Lighthouse Theatre.
	Complete the 10 year strategy for the Warrnambool Art Gallery.
	Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.
	Work with the appropriate stakeholders to progress development of im- proved tourism product initiatives at Tower Hill and Moyjil.
2.7 - Actively acknowledge local Aboriginal culture.	Engage Aboriginal elders in Council's strategic planning and include Ab- original culture, stories and language in projects whenever appropriate.
2.8 - Increase participation oppor- tunities for disadvantaged members of the community.	Continue to monitor and deliver agreed annual priorities from the 'Early Years Compact'.

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

Strategy	Actions and initiatives
3.1 - Enhance movement in and around the city including better connections for cyclists and pedes-trians.	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.
3.2 - Create a more vibrant city	Implement the key initiatives of the Open Space Strategy .
through activating high quality pub- lic places.	Implement an Open Space Contributions Policy
	Complete a review of the City Centre Car Parking Strategy.
	Complete the Changing Places Facility Project.
	Develop and expand off-street parking areas.
3.3 - Build infrastructure that best	Develop and adopt a Playspace Strategy.
meets current and future communi- ty needs.	Prepare a strategy and funding model for a long-term tree replacement program.
	Progressively plan and renew City Centre streetscapes.
	Upgrade of one public amenities building.
	Develop "significant & heritage" tree renewal program.
	Complete service level reviews for parks and gardens and roads and drainage services.
3.4 - Maintain and enhance existing	Identify and regularly monitor condition of asset classes.
Council infrastructure.	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.
	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.
	Advocate for essential safety and road improvements on the Princes Highway West.
3.5 - Advocate for better regional connections.	Seek funding for and deliver road safety projects.
	Advocate for improved passenger and freight rail services.

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

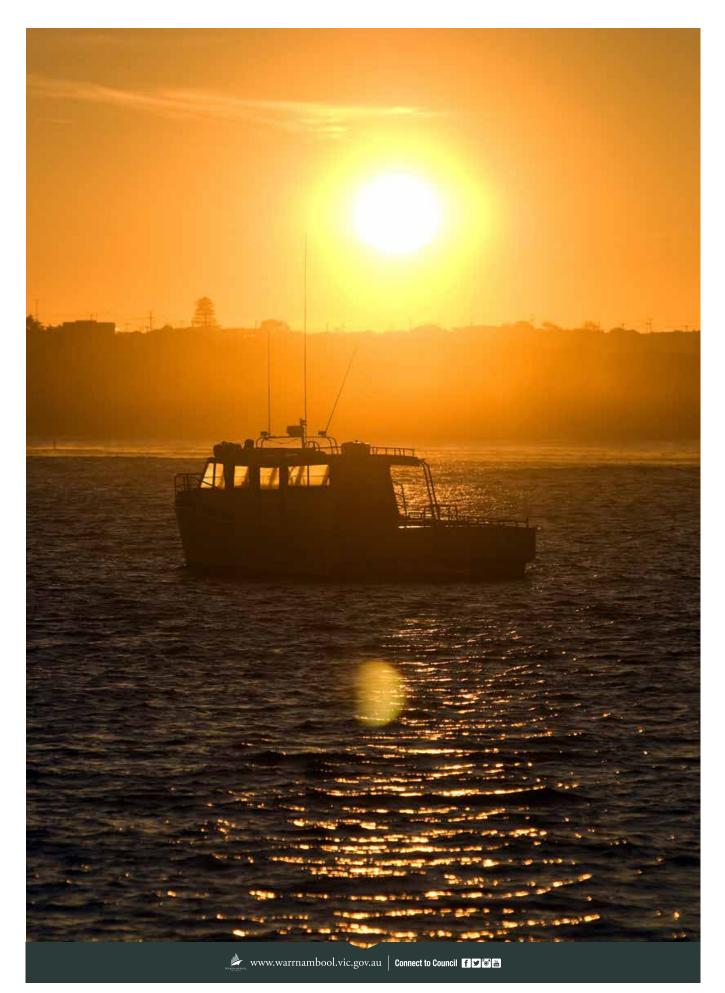
Strategy	Actions and initiatives
	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.
	Develop and circulate economic data and analysis to business and indus- try.
	Deliver Social Housing Planning Project.
4.1 - Grow the city's population through local economic growth.	Provide executive support to implement the Great South Coast Food and Fibre Plan.
	Implement Warrnambool - China Strategy to build local business capacity and capability.
	Facilitate and promote business support initiatives to grow the local economy.
	Plan for the development and implementation of precinct structure plans.
	Continue to facilitate and implement place-making initiatives.
4.2 - Encourage more sustainable local business.	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
	Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.
	Implementation of Development Plans and Developer Contributions Plans.
	Deliver a population attraction campaign supported by a Victorian Govern- ment grant.
4.3 - Enhance the visitor experi- ence.	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).
	Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.
	Support the activities of the Great Ocean Road Regional Tourism Board.
	Support and advocate for the implementation of initiatives in the Ship- wreck Coast Master Plan.
	Continue to implement actions of the 2018-2022 Events Strategy.
4.4 - Advocate for and improve	Provide advocacy support material and report on advocacy outcomes.
infrastructure including transport, services and digital infrastructure.	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.
4.5 - Create stronger links between	Continue to partner on projects and initiatives with Deakin University Warr- nambool and South West TAFE.
education providers, business and industry.	Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.

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

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

Strategy	Actions and initiatives
	Prepare for the 2020 Council elections.
5.1 - Provision of opportunities for the community to actively partici- pate in Councils decision-making through effective promotion, com- munication and engagement.	Review the approach to Council meeting procedures to improve the ac- cessibility and transparency of meetings.
	Report on the extent and engagement with Council's communications measures.
	Provide community engagement opportunities relating to Council projects as required and funded.
	Identify and report on changes to Council operations, policies and proce- dures in line with the new Local Government Act.
	Support reviews of Council's Governance Framework (systems and policies)
	Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.
	Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.
	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.
5.2 - Develop policies, strategic plans and processes to address	Embed and align Warrnambool 2040 (W2040) goals within Council's stra- tegic planning and reporting processes.
local and regional issues, guide service provision and ensure opera-	Develop a Municipal Early Years Strategy.
tional effectiveness.	Refresh the IT Strategy.
	Improve the resilience of IT Systems.
	Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.
	Partner with the community implement the W2040 Community Plan.
	Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture.
	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.
	Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.
5.3 - Ensure financial sustainability through effective use of Councils	Collaborate with other Councils to explore in-house risk services or con- tracted services that can be shared at a regional level to minimise costs and maximise the value for money for the community.
resources and assets and prudent	Ensure effective Business Continuity Planning (BCP) is in place.
management of risk.	Embed risk management within Council to influence key strategic and operational decision-making.

Strategy	Actions and initiatives
	Review and update the Long Term Financial Plan to ensure Council re- mains financially sustainable into the future.
	Coordinate, prepare and have adopted Councils Annual Budget.
	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.
	Coordinate, prepare and have adopted Councils Strategic Resource Plan.
	Review Council's complaint handling processes in line the draft Local Gov- ernment Act changes and Ombudsman's guidelines.
	Enhance organisational awareness of Victoria's Child Safe Standards.
5.4 - Deliver customer-focused, responsive services.	Undertake a review of the Customer Service Strategy 2019-2020 to es- tablish timeframes and responsibilities against the actions identified within the plan.
	Conduct a review of community housing assets as they become vacant and undertake a broader review of Council's community housing program.
	Maintain and implement the Home Support Program continuous improve- ment plan and self-assessment tool.
5.5 - Foster an encouraging and positive staff culture.	Continue implementation of priority actions arising from the staff survey.





Strategic Resource Plan 2020-2024

Purpose

The Strategic Resource Plan (SRP) has been developed to provide the following outcomes for Warrnambool City Council:

- establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- ensure that Council complies with sound financial management principles, as required by the Local Government Act (1989) and plan for the long-term financial sustainability of Council (Section 136)

The Strategic Resource Plan will be utilised to facilitate the strategic planning of projects and initiatives which deliver outcomes against the Council Plan and Community Plan (Warrnambool 2040).

Background

The *Local Government Act 1989* (the Act) requires council to prepare a strategic resource plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the council plan. In preparing the SRP, council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by council.

 Council plan

 • Strategic objectives

 • Strategies

 • Strategic indicators

Strategic resource plan
• Financial statements
• Statements of non-financial resources
• Statements of non-financial
• Statements
• Statements of non-financial
• Statements
• Statements
• Statements
• Statements of non-financial
• Statements

The SRP forms part of Councils integrated planning framework as set out below.

The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the council plan.

Objectives of the plan

The overall objective of the SRP is to ensure financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels where practicable;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Hold sufficient cash and other assets to meet payment obligations as they fall due;
- Maintain debt at moderate levels to allow capacity to fund future infrastructure.

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations;
- provide full, accurate and timely disclosure of financial information.

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2019;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council;
- assumptions provided by the executive management team about the impact of COVID19,

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Assessment of council's current financial position

An assessment has been undertaken of the council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2019-20 year are in the following table.

Result	Adopted Budget 2020 \$'000	Forecast Actual 2020 \$'000	Variance Fav/ (Unfav) \$'000
Surplus/(deficit) for the year	6,434	8,159	1,725
Underlying Surplus/(deficit) for the year	968	(1,390)	(2,358)
Cash and investments	10,933	11,604	671
Capital works expenditure	19,394	25,384	(5,990)

An underlying deficit of \$1.39 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$0.97 million. The main driver of this is the impact of COVID19 on the closure of Councils operating facilities. Council is reducing the amount of capital works to help offset the operating losses.

Cash and investments are forecast to be \$11.60 million compared with an original budget of \$10.93 million. The forecast \$0.67 million favourable variance is driven from the collection of grant monies for the City Centre renewal project in 2019/20, with the work being completed in prior financial years.

Capital works expenditure is forecast to be \$25.38 million compared with an original budget of \$19.39 million. The forecast \$5.99 million variance is mainly due to the timing of the Reid oval project.

Significant matters arising from the assessment of council's current financial position, which are expected to impact on the SRP includes:

- the ongoing impact and uncertainty of COVID19 on the Council and community will impact Council services, hardship provisions and recovery packages;
- the changes in the recycling industry continue to have a significant impact on Council;
- the joint project with TAFE for a new library and learning centre will substantially increase the size of floor space and service which will impact the ongoing operating costs;
- the upgrade of the Reid Oval to a premier sports field will impact the operating costs;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$5.00 million.

Key challenges in the SRP

The revision of the SRP represents a critical strategic document for Warrnambool City Council. The key challenges are Councils ability to continue to deliver a wide range of services to the region along with maintaining and upgrading assets to a regional standard whilst preserving the long-term financial sustainability.

In the face of a new legislative environment however, the challenges in this LTFP are very much around what actions Council can take to mitigate the very significant impacts of a restriction on Council's ability to raise revenue into the future.

The impacts and uncertainty of COVID19 presents a unique challenge to Council in attempting to balance the needs of the community, continue to provide service provision where possible, support the local economy and retain/rebuild a workforce when the restrictions are lifted.

COVID-19

Council is directly impacted from the restrictions in place to control the spread of COVID19. In April 2020, a number of Council facilities have closed including Aquazone, Flagstaff Hill, Lighthouse Theatre and the Holiday Parks. Council is estimating that the closure of these facilities would have a direct impact in terms of lost revenue of more than \$10m until the end of the 2020 calendar year. To ensure Council remains financially sustainable a number of non-essential capital works and projects have been postponed to future years or will not proceed.

Council's major expense at the impacted facilities is salary and wages. Council has attempted to redeploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Capping of Council rates

The Victorian Government has established the Fair Go Rates System (FGRS), which restricts Council from increasing rate income in a year. Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. Where the level of income raised under the rate cap is insufficient to meet specific needs, councils can apply to the Essential Services Commission for a higher cap.

The Minister for Local Government announced that Victorian council rate rises would be capped to the rate of inflation in the 2020-2021 financial year. That is, the Consumer Price Index (CPI) as published by the Victorian Department of Treasury and Finance, which is 2.00 per cent for the 2020-2021 financial year.

Council did successfully apply to the Essential Services Commission for a variation to rate cap for the 2019/20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

	2021	2022	2023	2024
	%	%	%	%
General Rate	2.00	2.00	2.00	2.00
Growth	1.00	1.00	1.00	1.00
Rate cap variation	0	0.00	2.00	0.00
Waste Management Charge	(2.45)	3.00	3.00	3.00

The table below shows the assumed rate increases in the strategic resource plan.

	Total Rates & Charges (\$'000)	41,436	42,766	44,763	46,106
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Cost-shifting

Recurrent grants (inclusive of the Grants Commission funding) form approximately 18 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue however has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring council to continue to 'top-up' the Victorian and Australian government shortfall with rate funding in order to continue to provide the current levels of services to the community.

Key assumptions

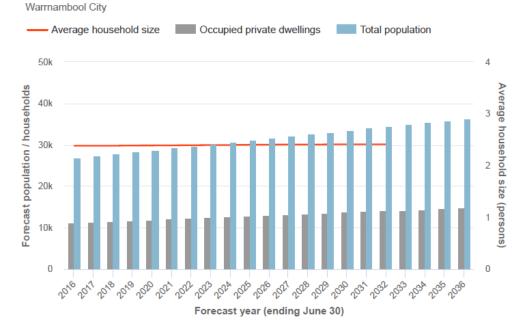
There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position;
- scan of the external economic environment;
- forecast changes in population and demographics;
- advice from officers responsible for service and capital works planning and delivery;
- services and initiatives contained in plans adopted or proposed to be adopted by council.

The key assumptions underlying the SRP are set out below.

Population

The population of Warrnambool City is predicted to grow from 34,243 (2016) to 46,209 (2036) with growth rates in the first 5 years expected to be 1.68 per cent and slowing to 1.31 per cent by 2036.



Forecast population, households and average household size

Population and household forecasts, 2016 to 2036, prepared by .id the population experts, December 2017.

Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.00 percent for the 2020-21 year as per the State Government rate cap. For all remaining years CPI is also assumed at 2.00 per cent which is consistent with Department of Treasury's budget update forecast.

Rate cap

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2020-21 year is 2.00 percent and based on the state-wide CPI projections is likely to remain at 2.5 per cent for the remaining forecast period.

Rating strategy

Warrnambool City Council adopted its revised rating strategy in 2017.

Warrnambool City Council applies Capital Improved Value (CIV) rating methodology along with a differential rating system to ensure equitable distribution of rates and charge across each rating class.

Rate cap variation

Council has successfully applied to the Essential Services Commission to vary the rate cap to 4.5 per cent for the 2019-20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Wages growth

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Grants (operating)

Council receives approximately \$12.23 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes an estimated \$3.88 million for the 2020-21 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 0.5 percent in all years.

Statutory fees

Council raises approximately \$1.85 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

Investment return

The official cash rate is now 0.25 percent, following successive decreases by the Reserve Bank over time. Council has set its investment return at 1.0 per cent above the official cash rate for the forecast period.

Achieving cost savings

The SRP is a high level strategic plan that acts as a framework for future annual Budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that Council intends to institute a savings approach against this framework, and will

continue to identify savings in the future. Council thoroughly reviews all draft operational budgets on an annual basis and identifies areas for further review and action.

Additional sources of revenue are also pursued when available or identified.

Service delivery

The assumptions affecting specific services provided by council are set out below:

- service levels to be maintained at prior year levels where practicable;
- retain existing levels of subsidy for user fees where practicable.

Recycling Acceptance and Processing

Following the recent market adjustment in the recycling industry, there is uncertainty around the pricing structure for the acceptance and processing of recycled materials. Council continues to investigate alternatives such as FOGO, kerbside glass recycling and glass deposit stations to mitigate the risk.

Aged and disability

The funding model for aged and disability services continues to evolve and Council will need to decide whether to compete with private organisations or transition out of the service. For the purposes of the SRP, the decision is that Council will remain providing the service with the exception of Assessment Services which is transitioning to a centralised model. This includes domestic care, personal care, respite care and meals.

Property valuation

Following a recent State Government legislation change, property valuations will occur on an annual basis. The State Revenue Office will now be responsible for this function with Council only required to coordinate with the Valuer General for the Supplementary Rate valuations.

Election costs

Council is required to fund the cost of the Council elections which occur every 4 years. The next Council election will be in October 2020 and is expected to cost \$0.28 million. An allowance of \$0.07m has been made every year to smooth the costs of the period.

Information Technology

Council recognises the need to achieve efficiencies and drive innovation throughout the organisation and to do this through the use of technology. As such Council is investing significant resources to achieve this. There is also an ongoing improvement program in the order of \$0.25 million per annum.

Shared Services

Council successfully applied for a shared services grant through the Rural Councils Transformation Program (RCTP) to align Information Technology infrastructure and processes with the Moyne and Corangamite Shires. The project will provide significant efficiencies for all 3 Councils whilst mitigating Information Technology risks.

Supplementary rates

The municipality is expected to continue growing based on current trends in property development and the forecast growth in population. This is expected to contribute an additional \$0.13 million in rate revenue and indexed by the rate percentage increase in the following years.

Developer contributions (non-cash)

Council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to council. It is expected that council will receive infrastructure assets in the short to medium term from a number of new developments including North of the Merri, Hopkins Point Road, Horne Road Industrial Estate, North Dennington and North East Warrnambool. The expected value of these assets are approximately \$4.00 million per annum, however the timing of the contribution is dependent on a number of external factors such as economic growth, population growth and the discretion of developers. Therefore it is difficult to accurately forecast the contributions with the spread over the SRP being based on our current knowledge and conditions.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants are expected to be received in the near future to fund the upgrade of Lake Pertobe and Reid Oval. Both of these projects have a renewal element to them but also a significant upgrade component. Generally the State will not fund asset renewal and will focus their grant programs around new and upgraded infrastructure.

General balance sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 98 percent of the total rates and charges raised, is expected to be collected in the year levied, this is expected to be lower in 2019/20 due to COVID19;
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days;
- other debtors and creditors are expected to remain consistent with 2018-19 levels;
- employee entitlements will continue to increase in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff.

Other balance sheet

The assumptions affecting specific balance sheet items are set out below.

Borrowings

In developing the long-term financial plan, borrowings were identified as an important funding source for capital works expenditure. Council has a borrowing strategy (Warrnambool City Council Borrowing Strategy 2017) that allows for borrowings towards financing large inter-generational infrastructure projects or for investments that will provide a financial return.

Council has analysed its debt position against other Regional City councils over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF). The outcome of the analysis highlighted that the current debt levels could be accommodated.

The proposed borrowings are to be used for;

- Council's share of the contribution to the Reid Oval upgrade (\$3 million)
- Investment in energy saving initiatives (\$1.0 million) which has a positive cashflow from year 1 and a payback within 7 years
- Investment into the Livestock Exchange for the construction of a roof (\$0.7m)
- Council's contribution to the shared library and learning centre (\$2.5m)
- Council restoration and upgrade of the Civic Centre following the exit of the current library (\$3.0m)

The following table summarises the level of forecast borrowings for the next ten years.

Year	New Borrowings	Principal	Interest	Balance 30 June	
	\$'000	\$'000	\$'000	\$'000	
2021	5,950	1,694	328	13,957	
2022	1,250	2,084	331	13,123	
2023	0	1,834	275	11,289	
2024	3,000	1,883	226	12,406	

Council is working towards a longer term strategy based on the outcomes of Warrnambool 2040 and it's Council Plan which will identify the future inter-generational projects that will need to be loan funded.

Capital works

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

Asset renewal

Council has developed a 15 year renewal plan based upon Council's Asset Management Plans. The Plans, alongside asset data and analysis provide the basis for Council's management strategy, renewal program formulation and prediction of asset deterioration. When Council renews its assets in line with the aforementioned material, the desired service levels are maintained. If Council does not fund the renewal demand, Council's service levels are amended proportional to that difference in funding.

Council is committed to increasing the level of asset renewal funding over the coming 10 years and did successfully apply to the Essential Services Commission for a rate cap variation to help address the renewal gap.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Predicting the deterioration and planning for the renewal of Council's assets is limited by the availability and accuracy of asset condition data. Presently Council has very limited condition data on the drainage network but has a program in place for regular updates of condition information for all other major asset classes.

Capital expenditure program

Councils focus into the future is on asset renewal and asset upgrade which generally occur as part of the same project. The asset upgrade component is dependent on a number of factors such as community expectations for the facility/service, regulations and service demand. Below is a chart which highlights Councils ongoing efforts into asset renewal and asset upgrade.

Even with the focus on asset renewal, Council is still not meeting the asset renewal funding ratio's, however the additional funding is allowing to achieve asset renewal ratios of mid to high 70's which is higher than the Regional Cities average as reported through the 'Know Your Council' website.

Council has an extensive array of strategic plans which provide evidence of the strategic needs for the improvement and upgrade of the community's assets.

Human resources

Employee costs

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Employee numbers

COVID19 will have a large impact on Council's employee numbers. As the restrictions in place for COVID19 impact areas where Council has a number of staff (ie. Aquazone, Flagstaff Hill, Lighthouse Theatre, etc), this will lead to short term reduction in staff numbers. Council has attempted to re-

deploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Staff numbers are expected to increase back to normal levels by 2021/22.

Option analysis

In order to achieve the overall objective of the SRP, it was necessary to model a number of different options by changing the assumptions underlying the long-term financial plan. In undertaking the analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 2 most realistic options are as follows:

Option 1 - Higher cap option (i.e. a rate increase above the rate cap)

- Defer the rate cap variation from 2020/21 to 2022/23 (Ministerial exemption required)
- Continue to provide the current services to the community (with ongoing service reviews)
- Utilise the additional income towards reducing the asset renewal gap in years one and two
- Maintain any additional income from a rate cap variation into asset renewal

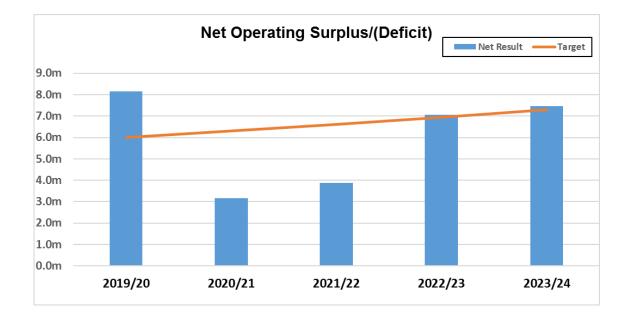
Option 2 - No variation to the rate cap (i.e. base case)

- Review the current services offered to the community and Councils regional role
- Balance the need for renewing assets at a greater level and reducing or transitioning out of services to fund the asset renewal shortfall.

Option 1 - Higher cap option (2022/23)

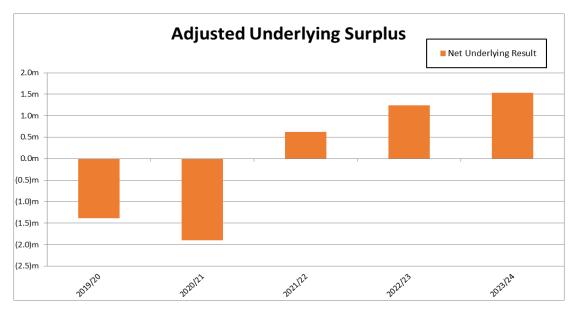
Net Operating Surplus

The COVID19 restrictions are impacting the operating position of Council, this is partially offset in 2019/20 due to the high levels of one-off capital grants. Over time, Council begins to recover and meet its target of operating surpluses.



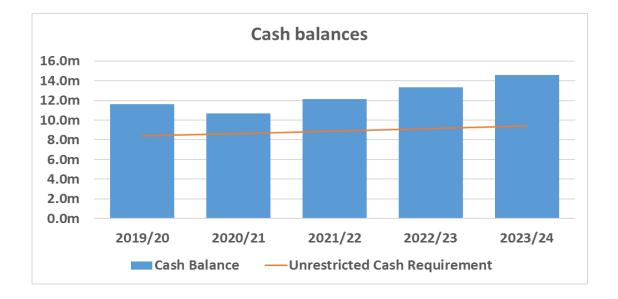
Adjusted Underlying Surplus

The impact of COVID19 is impacting the operating position of Council for the 2 years before Council begins to recover and meet its target of a breakeven underlying surplus.



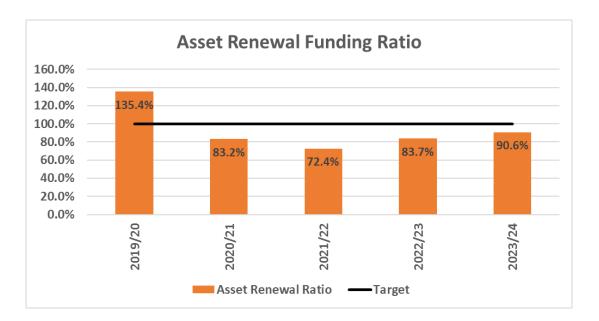
Cash Balances

Council is able to sustain cash balances above the restricted cash requirements.



Asset Renewal

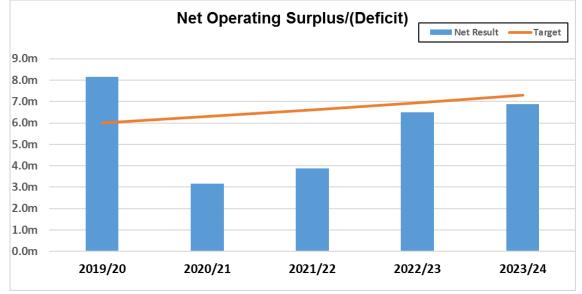
The 2019/20 forecast includes large amounts of grant funded capital works including the Lake Pertobe project and Reid Oval. The impact of the second rate cap variation from 2022/23 sees the asset renewal ratio get closer to the target.



Option 2 – No variation to the rate cap

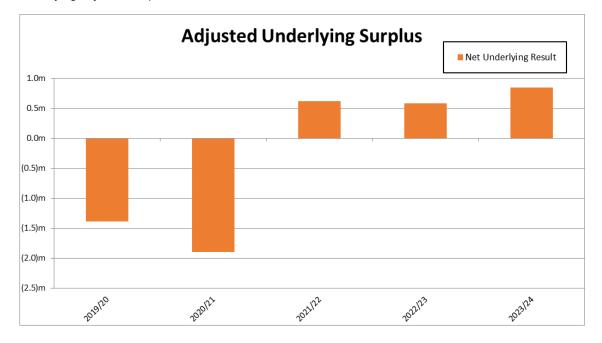
Net Operating Surplus

The net operating surplus drops below the target in the 4rd and 5th year without a rate cap variation.



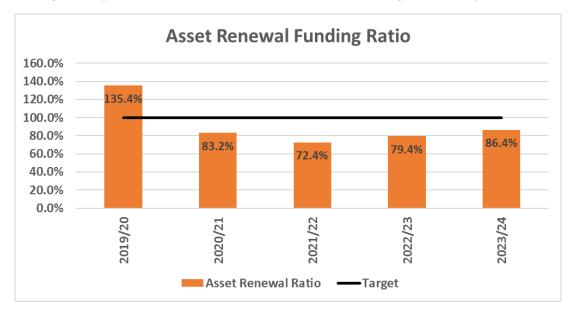
Underlying Adjusted Surplus

The underlying adjusted surplus remains in positive in the 4th and 5th year but with a reduced underlying adjusted surplus.



Asset Renewal

The asset renewal funding remains below target for the foreseeable future, which will increase the backlog and may result in service level decreases or decommissioning of community assets.



Outcomes

Options 1 – a higher cap option (2022/23) is the preferred option as it allows Council to;

- 1. Move to resolve its asset renewal backlog and improves its renewal capacity
- 2. Reduces the number of problem areas that Council needs to focus on its quest for financial sustainability
- 3. Allows time for Council to resolve additional sustainability issues
- 4. Allows for a permanent uplift that achieves financial sustainability in the short to mid-term

Achievement of SRP objectives

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the long-term financial plan over the next ten years.

1. Achieve at a minimum a breakeven adjusted underlying result (objective: achieved)

Following the impact of COVID19, Council is achieving a minimum breakeven adjusted underlying result

(measure: adjusted underlying result).

2. Maintain existing services and service levels (objective: achieved)

Existing services have been maintained throughout the long-term financial plan period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

3. Achieve a balanced budget on a cash basis (objective: achieved)

Council is forecasting that the overall cash balance will be greater than the restricted cash requirement in the plan (measure: unrestricted cash).

4. Meet council's asset renewal requirements (objective: improving)

The renewal gap reduces over the long-term financial plan period. (measure: renewal gap).

5. Maintain debt at a moderate level to allow capacity to fund future infrastructure (objective: achieved)

Borrowings are planned for either inter-generational projects or investments that will provide a financial return. Council will continue to review this as a source of funding to achieve objectives from the Council Plan and Warrnambool 2040. (Measure: loans and borrowings).

Appendix 1

Comprehensive Income Statement

		Forecast Actual	Budget	Strategic Resource Plan Projections		Plan
		2019/20	2020/21	2021/22	2022/23	2023/24
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	40,698	41,436	42,766	44,763	46,106
Statutory fees and fines	4.1.2	1,713	1,580	1,881	1,919	1,957
User fees	4.1.3	14,747	11,332	18,614	18,966	19,345
Grants - Operating	4.1.4	11,800	12,235	12,182	12,427	12,676
Grants - Capital	4.1.4	8,211	4,559	2,914	1,992	1,701
Contributions - monetary	4.1.5	4,154	801	816	831	847
Contributions - non-monetary	4.1.5	4,000	4,000	4,500	4,500	5,000
Other income	4.1.6	1,284	619	631	644	657
Total income	-	86,607	76,562	84,304	86,042	88,289
Expenses						
Employee costs	4.1.7	32,940	31,739	35,864	36,887	37,948
Materials and services	4.1.8	31,172	26,604	28,960	26,437	26,756
Depreciation	4.1.9	12,250	12,650	13,050	13,450	13,850
Amortisation - Right of use assets	4.1.10	200	200	200	200	200
Bad and doubtful debts		146	101	135	137	140
Borrowing costs		350	328	331	275	226
Other expenses	4.1.11	838	886	904	922	940
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		552	901	991	682	772
Total expenses	-	78,448	73,409	80,435	78,990	80,832
	-					
Surplus/(deficit) for the year	-	8,159	3,153	3,869	7,052	7,457
Other comprehensive incom Net asset revaluation incremer /(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result	-	18,159	13,153	13,869	17,052	17,457

Balance Sheet

		Forecast Budget Actual		Strat	egic Resource P Projections	lan
		2019/20	2020/21	2021/22	2022/23	2023/24
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		3,604	1,677	2,157	2,312	1,593
Trade and other receivables		4,000	3,507	3,521	3,541	3,554
Other financial assets		8,000	9,000	10,000	11,000	13,000
Inventories		185	185	185	185	185
Other assets		1,300	1,310	1,320	1,330	1,340
Total current assets	4.2.1	17,089	15,679	17,183	18,368	19,672
Non-current assets						
Trade and other receivables		10	8	6	4	2
Investments in associates, joint arrangement and subsidiaries		650	665	680	695	710
Property, infrastructure, plant & equipment		655,178	674,307	686,194	700,594	718,174
Right-of-use assets	4.2.4	1,400	1,200	1,000	800	600
Total non-current assets	4.2.1	657,238	676,180	687.880	702.093	719.486
Total assets	-	674,327	691,859	705,063	720,461	739,158
Liabilities						
Current liabilities						
Trade and other payables		4 000	4 400	4 500	4 000	4 700
Trust funds and deposits		4,300	4,400	4,500	4,600	4,700
Provisions		1,150	1,130	1,150	1,170	1,130
Interest-bearing liabilities	4.2.3	6,800 1,694	7,004	7,214	7,431	7,653
Lease liabilities	4.2.4	200	2,085 200	1,834 200	1,883 200	1,934 200
Total current liabilities	4.2.2					
	4.2.2	14,144	14,819	14,898	15,284	15,617
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,020	11,885	11,301	9,419	10,484
Lease liabilities	4.2.4	1,200	1,000	800	600	400
Total non-current liabilities	4.2.2	10,520	14,224	13,480	11,440	12,347
Total liabilities	-	24,664	29,043	28,378	26,724	27,964
Net assets	-	649,663	662,816	676,685	693,737	711,194
Fauity	-					
Equity		000.000	044.0	0.47 76 /	054.053	000 4 10
Accumulated surplus Reserves		239,882	244,054	247,761	254,974	262,149
		409,781	418,762	428,924	438,763	449,045
Total equity	-	649,663	662,816	676,685	693,737	711,194

Statement of Changes in Equity For the four years ending 30 June 2024

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of adoption of new accounting standards					
Adjusted opening balance		631,504	232,679	392,485	6,340
Surplus/(deficit) for the year		8,159	8,159	-	-
Net asset revaluation increment/(decrement) Transfers to other reserves		10,000	-	10,000	-
Transfers from other reserves		-	(1,235)	-	1,235
		-	1,329	-	(1,329)
Balance at end of the financial year		649,663	240,932	402,485	6,246
2020/21 Budget					
Balance at beginning of the financial year		649,663	240,932	402,485	6,246
Surplus/(deficit) for the year		3,153	3,153	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(181)	-	181
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	662,816	243,904	412,485	6,427
2021/22					
Balance at beginning of the financial year		662,816	243,904	412,485	6,427
Surplus/(deficit) for the year		3,869	3,869	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(162)	-	162
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		676,685	247,611	422,485	6,589
2022/23					
Balance at beginning of the financial year		676,685	247,611	422,485	6,589
Surplus/(deficit) for the year		7,052	7,052	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	161	-	(161)
Balance at end of the financial year		693,737	254,824	432,485	6,428
2023/24					
Balance at beginning of the financial year		693,737	254,824	432,485	6,428
Surplus/(deficit) for the year		7,457	7,457	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(282)	-	282
Transfers from other reserves		-	-	-	-
Balance at end of the financial year					

Statement of Cash Flows

	Actual	Budget	Strategic Resource Pla		n Projections	
Notes	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	
notes	Inflows	Inflows	Inflows	Inflows	Inflows	
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	
Cash flows from operating activities						
Rates and charges	39,791	41,504	42,322	44,300	45,626	
Statutory fees and fines	1,713	1,580	1,881	1,919	1,957	
User fees	16,222	12,465	20,475	20,862	21,280	
Grants - operating	20,010	16,794	15,096	14,419	14,378	
Grants - capital						
Contributions - monetary	4,570	881	898	915	932	
Interest received Trust funds and deposits taken	284	284	289	295	301	
Thus fullus and deposits taken	-	-	20	20	-	
Other receipts	1,100	354	376	384	392	
Net GST refund / payment	(1,616)	(1,734)	(835)	(867)	(1,154)	
Employee costs	(31,858)	(31,496)	(35,613)	(36,629)	(37,682)	
Materials and services	(33,309)	(26,504)	(28,860)	(26,337)	(26,656)	
Short-term, low value and variable lease						
payments	(10)	()			(10)	
Trust funds and deposits repaid	(49)	(20)	-	-	(40)	
Other payments	(922)	(975)	(994)	(1,014)	(1,035)	
Net cash provided by/(used 4.4.1 in) operating activities	15,936	13,133	15,055	18,267	18,299	
– Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(23,076)	(18,457)	(12,890)	(15,492)	(18,408)	
Proceeds from sale of property, infrastructure, plant and equipment	720	471	481	490	500	
Payments for investments	(9,000)	(14,000)	(14,000)	(14,000)	(14,000)	
Proceeds from sale of investments	13,000	13,000	13,000	13,000	12,000	
Net cash provided by/ (used 4.4.2	(18,356)	(18,986)	(13,409)	(16,002)	(19,908)	
-	(10,000)	(10,000)	(10,400)	(10,002)	(10,000)	
Cash flows from financing activities						
Finance costs	(350)	(328)	(331)	(275)	(226)	
Proceeds from borrowings	1,400	5,950	1,250	(3,000	
Repayment of borrowings	(1,723)	(1,694)	(2,085)	(1,834)	(1,883)	
Interest paid - lease liability		,				
Repayment of lease liabilities						
Net cash provided by/(used 4.4.3						
in) financing activities	(673)	3,928	(1,166)	(2,109)	891	
Net increase/(decrease) in cash & cash equivalents	(3,093)	(1,925)	480	156	(718)	
Cash and cash equivalents at the beginning of the financial year	6,696	3,603	1,678	2,158	2,314	
Cash and cash equivalents at the end of the financial year	3,603	1,678	2,158	2,314	1,596	

Statement of Capital Works

		Forecast Actual	Budget	Strategic Re	esource Plan P	rojections
		2019/20	2020/21	2021/22	2022/23	2023/24
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	480	-	-	-
Total land		-	480	-	-	-
Buildings		-	-	-	-	-
Building improvements		4,325	3,094	2,062	2,035	4,686
Total buildings		4,325	3,094	2,062	2,035	4,686
Total property		4,325	3,574	2,062	2,035	4,686
Plant and equipment						
Plant, machinery and equipment		828	1,129	1,151	1,174	1,198
Computers and telecommunications		373	135	317	322	328
Paintings and exhibits		88	75	75	75	75
Total plant and equipment		1,289	1,339	1,543	1,571	1,601
Infrastructure						
Roads		5,832	3,833	3,940	4,021	4,103
Bridges		698	260	265	986	1,006
Footpaths and cycleways		2,644	1,655	2,002	2,307	2,333
Drainage		987	90	140	425	25
Recreational, leisure and community facilities		6,330	6,235	2,000	3,400	3,900
Parks, open space and streetscapes		2,654	572	540	547	554
Aerodromes		33	-	30	30	30
Off street car parks		56	59	260	61	62
Other infrastructure		534	840	108	108	108
Total infrastructure		19,768	13,544	9,285	11,885	12,121
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Represented by:						
New asset expenditure		3,730	3,645	1,348	2,055	1,462
Asset renewal expenditure		16,582	10,523	9,450	11,261	12,546
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		5,070	4,289	2,092	2,175	4,400
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
	-					
Funding sources represented by:		E 444	2.070	4 60 4	4 000	4 704
Grants Contributions		5,441	3,279	1,634	1,992	1,701
		337	40	40	40	40
Council cash		17,864	10,438	11,216	13,459	13,667
Borrowings		1,740	4,700	-	-	3,000
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408

Statement of Human Resources

	Forecast Actual	Budget	Strategic R	ojections	
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	32,940	31,739	35,864	36,887	37,948
Total staff expenditure	32,940	31,739	35,864	36,887	37,948
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	361.0	395.0	395.0	395.0
Total staff numbers	395.0	361.0	395.0	395.0	395.0

Other information

For the four years ended 30 June 2024

Summary of planned capital works expenditure

	Project		Asset expend	diture types		Summary of Funding Sources			
Capital Works Area	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	480	480	-	-	-	-	-	480	-
Building improvements	3,094	-	1,772	1,322	-	-	-	2,094	1,000
TOTAL PROPERTY	3,574	480	1,772	1,322	-	-	-	2,574	1,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,129	-	1,129	-	-	-	-	1,129	-
Computers and Telecommunications	135	-	135	-	-	-	-	135	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,339	75	1,264	-	-	-	40	1,299	-
Infrastructure									
Roads	3,833	-	3,833	-	-	425	-	3,408	-
Bridges	260	-	260	-	-	-	-	260	-
Footpaths and cycleways	1,655	665	990	-	-	-	-	1,655	-
Drainage	90	-	25	65	-	-	-	90	-
Recreational, leisure and community facilities	6,235	1,667	1,667	2,902	-	2,790	-	445	3,000
Parks, open space and streetscapes	572	58	514	-	-	-	-	572	-
Off street car parks	59	-	59	-	-	-	-	59	-
Other infrastructure	840	700	140	-	-	64	-	76	700
Total infrastructure	13,544	3,090	7,488	2,967	-	3,279	-	6,565	3,700
Total capital works expenditure	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

Summary of planned capital works expenditure

	Droject	Asset expenditure types				Summary of Funding Sources			
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	2,062	-	1,685	377	-	-	-	2,062	-
TOTAL PROPERTY	2,062	-	1,685	377	-	-	-	2,062	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,151	-	1,151	-	-	-	-	1,151	-
Computers and Telecommunications	317	-	317	-	-	-	-	317	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,543	75	1,468	-	-	-	40	1,503	-
Infrastructure									
Roads	3,940	-	3,940	-	-	434	-	3,506	-
Bridges	265	-	265	-	-	-	-	265	-
Footpaths and cycleways	2,001	673	1,328	-	-	-	-	2,001	-
Drainage	140	-	25	115	-	-	-	140	-
Recreational, leisure and community facilities	2,000	600	-	1,400	-	1,200	-	800	-
Parks, open space and streetscapes	540	-	540	-	-	-	-	540	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	260	-	60	200	-	-	-	260	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	9,285	1,273	6,297	1,715	-	1,634	-	7,651	-
Total capital works expenditure	12,890	1,348	9,450	2,092	-	1,634	40	11,216	

Summary of planned capital works expenditure

	Droject		Asset expenditure types			Summary of Funding Sources			
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	2,035	-	1,660	375	-	-	-	2,035	-
TOTAL PROPERTY	2,035	-	1,660	375	-	-	-	2,035	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,173	-	1,173	-	-	-	-	1,173	-
Computers and Telecommunications	322	-	322	-	-	-	-	322	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,571	75	1,496	-	-	-	40	1,531	-
Infrastructure									
Roads	4,021	-	4,021	-	-	442	-	3,578	-
Bridges	986	-	986	-	-	-	-	986	-
Footpaths and cycleways	2,307	680	1,627	-	-	-	-	2,307	-
Drainage	425	-	25	400	-	-	-	425	-
Recreational, leisure and community facilities	3,400	1,300	700	1,400	-	1,550	-	1,850	-
Parks, open space and streetscapes	547	-	547	-	-	-	-	547	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	61	-	61	-	-	-	-	61	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	11,885	1,980	8,105	1,800	-	1,992	-	9,893	-
Total capital works expenditure	15,491	2,055	11,261	2,175	-	1,992	40	13,458	-

Summary of planned capital works expenditure

	Project		Asset expend	diture types		s	ummary of Fu	nding Source	3
Capital Works Area	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	4,686	-	1,686	3,000	-	-	-	1,686	3,000
TOTAL PROPERTY	4,686	-	1,686	3,000	-	-	-	1,686	3,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,198	-	1,198	-	-	-	-	1,198	-
Computers and Telecommunications	328	-	328	-	-	-	-	328	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,600	75	1,525	-	-	-	40	1,560	-
Infrastructure									
Roads	4,103	-	4,103	-	-	451	-	3,652	-
Bridges	1,006	-	1,006	-	-	-	-	1,006	-
Footpaths and cycleways	2,333	687	1,646	-	-	-	-	2,333	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	3,900	700	1,800	1,400	-	1,250	-	2,650	-
Parks, open space and streetscapes	554	-	554	-	-	-	-	554	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	62	-	62	-	-	-	-	62	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	12,122	1,387	9,334	1,400	-	1,701	-	10,421	-
Total capital works expenditure	18,408	1,462	12,545	4,400	-	1,701	40	13,667	3,000

Statement of Human Resources

Summary of planned human resources expenditure

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Corporate strategies				
-Permanent full time	4,894	5,274	5,424	5,580
-Permanent part time	1,588	1,646	1,693	1,741
Total corporate strategies	6,482	6,919	7,117	7,322
City infrastructure				
-Permanent full time	7,792	8,147	8,379	8,620
-Permanent part time	883	1,003	1,032	1,062
Total city infrastructure	8,675	9,150	9,412	9,682
Community development				
-Permanent full time	4,969	5,359	5,512	5,670
-Permanent part time	6,479	7,463	7,676	7,896
Total community development	11,447	12,822	13,187	13,567
City growth				
-Permanent full time	3,233	3,887	3,998	4,113
-Permanent part time	608	939	965	993
Total city growth	3,841	4,826	4,964	5,106
Total casuals and others	1,293	2,146	2,208	2,271
Total staff expenditure	31,739	35,864	36,887	37,948

	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Corporate strategies				
-Permanent full time	48	50	50	50
-Permanent part time	19	19	19	19
Total corporate strategies	67	69	69	69
City infrastructure				
-Permanent full time	86	87	87	87
-Permanent part time	12	13	13	13
Total City Infrastructure	98	100	100	100
Community development				
-Permanent full time	58	59	59	59
-Permanent part time	82	92	92	92
Total community development	140	151	151	151
City growth				
-Permanent full time	33	40	40	40
-Permanent part time	8	12	12	12
Total city growth	41	51	51	51
Total casuals and others	15	23	23	23
Total staff numbers	361	395	395	395

Glossary	
Act	means the Local Government Act 1989
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	 means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report

Financial year	means the period of 12 months ending on 30 June each year
General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report

Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Special order	means an order made by the ESC under section 185E of the Act
Statement of capital works	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non- financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non- current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council

5.5. WARRNAMBOOL CITY COUNCIL - PROPOSED BUDGET 2020 - 2021

PURPOSE:

This report presents the 2020-2021 Proposed Budget for Warrnambool City Council, including the required statutory processes.

EXECUTIVE SUMMARY

Warrnambool City Council along with the rest of the world is preparing for a future of unprecedented uncertainty and financial hardship, this is reflected in the preparation of our 2020-2021 Budget.

- The Budget is informed by the vision and objectives of the Council Plan as Councils continue to look to a future where we are free from pandemic.
- Warrnambool: A Cosmopolitan City by the Sea.
 - Council seeks to
 - 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
- Resources are allocated to try to best achieve these outcomes for our community
- The proposed budget for 2020-2021 financial year has been prepared in accordance with Section 127 of the Local Government Act 1989 (LGA) refer **Attachment 1**.
- The 1989 Act is in the process of being repealed and replaced with the Local Government Act (2020). The section in the new Act that address requirements for the Council Plan do not come into effect until October 2020.
- All councils in the State have been granted until 31 August 2020 to adopt their revised Council plans in recognition of the state of emergency that currently exists.
- The Budget has been prepared in accordance with the budget principles set down by Council and follows a number of workshops by the Council and executive starting in November 2019.
- As required by the LGA and the Local Government (Planning & Reporting) Regulations 2014, and following the best practice guidelines of a model budget the Draft Budget includes prescribed information, including:
 - Financial Statements
 - Statement of Capital Works
 - o Services and Initiatives funded in the budget
 - Fees and charges
 - Rating and borrowing details
- Public notice of the prepared budget must then be given, copies of the budget be made available for at least 28 days and persons given the opportunity to make submissions in accordance with Section 223 of the Local Government Act.
- Council proposes to adopt the Budget, with or without modification, on Monday 6 July 2020.
- The budget is set to trying to respond in a balanced way to the impacts of the current pandemic. It responds to the financial constraints facing Council and the community to achieve many of the aspirations set out in Warrnambool 2040 Plan and the Council Plan. Council's budget and Strategic Resource Plan are the mechanisms which Council allocates funds to achieve the priorities of the community and meet its financial obligations in a sustainable manner.

- Over 2020-2021, the Council will develop and utilise its existing resources and a community and business stimulus\recovery fund to develop and deliver initiatives to see our community regrow out the other side of this Pandemic.
- The allocation in 2020-2021 for community and business support in the wake of the coronavirus pandemic is \$1.951 million.
- This figure is inclusive of an unallocated \$450,000 of community and business support funds and the focussing of existing resources to community and business stimulus and recovery efforts.
- The community and business support component of the budget for 2020/21 includes the provision of the following resources of Council to be focused on our recovery and stimulus efforts for the community:
 - 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
- Council see will review these efforts through the year and set a revised budget if required to best
 meet the needs of our local community and business as the best way to respond becomes
 evident Council will roll out its recovery efforts in stages to determine where the areas of greatest
 need exist, filling gaps and leveraging on the efforts of all levels of Government to maximise our
 recovery efforts for the community.

RECOMMENDATION

- 1. That the Warrnambool City Council Proposed Budget 2020-2021 attached to this report, be the Budget prepared by Council (in respect of the 2020-2021 Financial Year) for the purpose of Section 127(1) of the Local Government Act 1989 as amended ("the Act").
- 2. That Council:
 - a) Give public notice of the preparation of the Budget in accordance with Section 129 of the Act; and
 - b) Make the Budget and the information required to be made available by Regulation 8 of the Local Government (Planning and Reporting) Regulations 2014 available for inspection at the Council Civic Offices and on Council's website for at least 28 days, and
 - c) Invite interested persons to make a written submission relating to the budget, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm Wednesday 3 June 2020, and
 - d) Hear any person who wishes to be heard in support of a submission at the special meeting of Council by virtual live stream on Monday 15 June 2020; and after considering any submissions adopt the Council Plan and the 2020-2021 Budget inclusive of the updated Strategic Resource Plan (with or without amendments) and declare rates and charges at the Ordinary Meeting of Council to be held at 5.45pm, Monday 6 July 2020 by virtual live streamed meeting.

BACKGROUND

The budget allocates resources on an annual basis to try and achieve the objectives of the Council Plan in the most financially sustainable manner possible and whilst trying to continue to provide quality services to all sections of our community.

Council is required to prepare a budget for each financial year in accordance with Section 127 of the Local Government Act 1989.

The Act and Regulations prescribe the information and format of the Budget, now commonly referred to as the "Model Budget".

The Model Budget 2020-2021 includes a range of information including:

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

Once Council has prepared a Proposed Budget, it is required to give public notice for at least 28 days advising that copies of the budget are available for inspection at the Council offices and that it is also published on the Council internet site.

Persons have the right to make a submission, in accordance with Section 223 of the LGA, in relation to any proposal contained in the budget.

Any person wishing to be heard must indicate this in writing in their submission. The maximum time permitted for any submitter to speak to their submission is 5 minutes. Debate will not be entered into or further questions to Council, this is an opportunity for submitters to state their case.

Council will be contacting submitters to see if they wish to present virtually to the meeting or have their written submission considered. Those submitters wishing to present will be provided login details to attend the meeting virtually at a specific time allotted for no more than the allotted time.

ISSUES

Council has prepared a Proposed Budget for the 2020-2021 financial year in accordance with Council's budget principles.

The Budget has been reviewed over a series of workshops with the executive and Council.

The budget has been prepared under the State Government's Fair Go Rates System. This system results in the Minister for Local Government determining the average rate cap for the next financial year.

The proposed budget aim responds to the extraordinary crisis Council and the community finds itself in. It attempts to find balance of ongoing service and infrastructure needs of the Warrnambool community and gives heed for the need to provision for recovery in the community, within the financial capacity of the Council.

The key drivers for the budget were:

- To fund maintain essential services as allowed under pandemic conditions
- To fund renewal of infrastructure and community assets
- Prepare for recovery efforts for our community and businesses

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50, the other \$96.50 goes to the State and Federal Governments.

Council delivers a diverse and wide range of services to the community and the budget process requires the review and construction of annual income and expenditure budgets to assess the ongoing levels of resources necessary to deliver these services.

Council is mindful of its requirement to be financially sustainable (low risk rating achieved for from the Victorian Auditor General) and assesses the changing environment within which it operates and the budget impacts of these changes.

The Budget comprises:

	Proposed 2020/21 Budget
Recurrent (operational) Budget	\$72.96m
Capital Works	\$18.26m
Total Budget	\$91.22m

The Budget also contains a range of activities and initiatives that contribute to achieving the strategic objectives contained in the Council Plan as well as providing financial resources to continue the delivery of services to the community.

Council is also required to adopt a Strategic Resource Plan which relates to the next four financial years. The Strategic Resource Plan is a component of the Council Plan and an extract is included as part of the Warrnambool City Council Budget Report 2020-2021.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability

5.2 Annual Budget

TIMING

- Public exhibition of the proposed budget 6 May 2020 to 3 June 2020
- Closing date for written submissions to the proposed budget 3 June 2020
- Opportunity to be heard in support of a written submission at a special Council meeting 15 June 2020
- Special Council meeting for the proposed adoption of the 2020/21 budget 6 July 2020

COMMUNITY IMPACT / CONSULTATION

Council understands the suffering that is being felt across the world as a result of the Covid-19 pandemic. This budget has been formed to retain important Council services and look to a future where key recovery efforts are required locally to respond.

The long-term viability of Council's services and infrastructure has key impacts on the community. Much of the consultation work undertaken by Council over the last few years has reinforced the view that the community wishes to see a strong vibrant and growing city. Much of this is put at risk, certainly in the short term.

Our leadership role in the region in attracting funds for local recovery will be essential.

Frank conversations have been held within our organisation as to the trade-offs possible to help inform our decision making on a financially sustainable future, in an environment that requires us to respond to a long and sustained emergency environment.

ATTACHMENTS

1. Budget 2020-2021 [**5.5.1** - 86 pages]



Warrnambool City Council Budget 2020-2021



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Introduction

Warrnambool City Council, along with the rest of the world, is preparing for a future of unprecedented uncertainty, this is reflected in the preparation of our 2020-2021 Budget.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year. In acknowledgement of the extraordinary circumstances Councils have been allowed to extend this adoption to August 31, 2020.

Whilst understanding the fiscal damage this pandemic has wreaked on our local economy we must prepare and act for a Covid-19-free future. We must create a budget that allows for the downturn in service but that seeks to both stimulate and support our municipality into the future.

The draft Budget remains aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. This Budget acknowledges the impact of the pandemic on our provision of services to the community and seeks to balance the reality of our current circumstances with a need to still maintain services and infrastructure as well as deliver projects and services that are needed and valued by our community.

We recommend that the Budget is read in conjunction with the Council Plan and we encourage you to provide feedback to Council on the draft Budget.

The vision for the four-year life of the Council Plan is for Warrnambool to be a Cosmopolitan City by the Sea. To support the vision Council developed the following five key 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

These objectives align with the four key long-term visions contained within the community plan, Warrnambool 2040.

The four visions are:

- 1. People: in 2040 Warrnambool will be a city where all people thrive.
- 2. Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
- 3. Place: in 2040 Warrnambool will be Australia's most liveable regional city.
- 4. Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The draft budget details the resources required over the next financial year to fund the services that remain operating that we provide to our community of 35,000 residents.

These services range from those which are about directly caring for people through facilities and programs including kindergartens, childcare centres, and home support services, to services which maintain or enhance our environment and surroundings including waste collection and our roads and footpath management maintenance.

The budget also includes details of a balanced program of capital expenditure including allocations to improve and renew our City's physical infrastructure, buildings and operational assets. We will use these capital projects to stimulate local employment and purchasing and leverage opportunities of funding from all levels of government to deliver for the future needs of our community.

Council's budget reflects a significant cut in services directly affected by the Pandemic and sadly encompasses stand downs to many valuable staff until we are able to reopen these services. These staff continue to be an important part of our future for Warrnambool's community.

Over 2020-2021, the Council will develop and utilise its existing resources and a community and business stimulus\recovery fund to develop and deliver initiatives to see our community regrow at the other side of this Pandemic.

The allocation in 2020-2021 for community and business support in the wake of the coronavirus pandemic is \$1.951 million.

This figure is inclusive of an unallocated \$450,000 of community and business support funds and the focussing of existing resources to community and business stimulus and recovery efforts.

The community and business support component of the budget for 2020/21 includes the provision of the following resources of Council to be focused on our recovery and stimulus efforts for the community:

- 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

Council will review these efforts during the year and set a revised budget if required to best meet the needs of our local community and business. Council will roll out its recovery efforts in stages to determine where the areas of greatest need exist, filling gaps and leveraging on the efforts of all levels of government to maximise our recovery efforts for the community.

The budget includes a rate increase of 2.0 per cent, reduced from the 4.5% allowed for by the Essential Services Commission for this year. It also includes a reduction in the waste management charge meaning on the average property values rates and charges next year's forecast increase will be at just below 1%.

Council will continue to advocate for support from other levels of government to improve the economic outlook for the municipality particularly in looking to attract stimulus funding at the end of this crisis and to ensure the impact on the region is recognised and information on support services to businesses and individuals is disseminated.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$18.1 million for asset renewals, upgrades and expansions.

Capital works highlights:

• Road renewals - \$3.8 million

- Completion of the Lake Pertobe Master Plan implementation (Stage I) \$2.9 million
- Completion of the Reid Oval \$11 million
- Library and Learning Centre \$1.3m
- Energy saving initiatives \$1 million
- Community Support Fund \$810,000
- Beach access renewal \$180,000

As part of Warrnambool's response to the global recycling issues, Council has implemented FOGO, a trial of kerbside glass collection and glass collection points. This is reducing Council's risk exposure to the recycling market. These measures are also helping Council to drive down the cost of the waste management fee. It is proposed to by 2.79% or \$11 per property to \$379.09.

This budget sees the average residential rate bill increase to \$2,053 from \$2,029 in 2019-20.

	2019-2020	Increase/(decrease)	2020-2021	% increase/decrease
Average residential rates	\$1,367	\$29	\$1,397	2.0%
Municipal charge	\$272	\$6	\$277	2.0%
Waste management fee	\$390	(\$11)	\$379	(2.8%)
Average residential rates and charges	\$2,029	\$23	\$2,053	1.2%

This Budget projects an underlying deficit of \$1.5 million for 2020/21 after adjusting for capital grants and contributions.

The main contribution to this underlying deficit is a reduction in the operating income form impacted services.

The underlying deficit is projected to be offset by the deferral of non-essential or non-strategic elements of our capital program.

Key figures

Total revenue: \$76.6 million (2019-20 forecast = \$86.3 million) Total expenditure: \$73.0 million (2019-20 forecast = \$78.2 million) Accounting surplus/(deficit): \$3.6 million (2019-20 forecast = \$8.1 million)

Underlying operating result: deficit of \$1.5 million (2019-20 forecast = Deficit of \$1.5 million)

(Refer Income Statement in Section 3.1)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.

Total Capital Works Program of \$18.3 million (2019-20 forecast = \$25.1 million)

- \$11.0 million from Council operations and reserves
- \$4.0 million from borrowings
- \$3.3 million from external grants
- \$0.04 million from contributions
- •

(Refer Statement of Statement of Capital Works in Section 3.5)

Budget influences

The preparation of this year's budget is primarily a response influenced by the advent of the Corona Virus Covid-19 Pandemic and the associated impacts to services and the community.

Council continues to balance the needs of the community and financial sustainability. Pressure to maintain infrastructure and maintain service levels constantly challenges the organisation to find more efficient and innovative methods to deliver services.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

Cr Tony Herbert Mayor

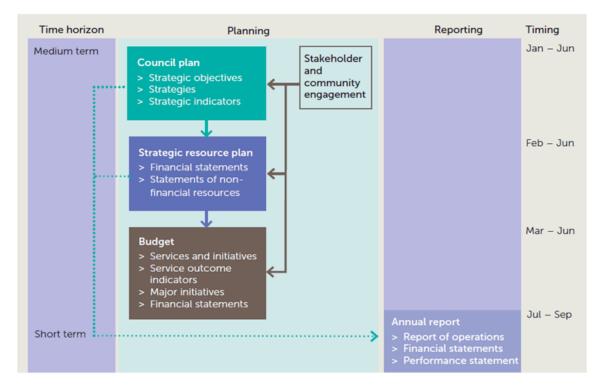
Peter Schneider Chief Executive Officer

Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling fouryear plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Our purpose

Our Vision is for Warrnambool to be a Cosmopolitan City by the Sea.

A city that is open, welcoming, inclusive and diverse.

Organisational values

Accountability

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

Collaboration

We will foster effective relationships through engagement, communication and cooperation; support in decisions and outcomes for the benefit of all.

Respectfulness

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

Progressiveness

We will evolve and grow by encouraging development, change and continuous improvement in everything 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.

Strategic objectives

Council has established five strategic objectives to deliver the vision of the Council Plan.

They are:

1 Sustain, enhance and protect the natural environment

Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business

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

Council will encourage people to be healthy and well, to engage in learning, to be involved in cultural activities, to be connected and participating in the community, to be resilient in emergencies and maintaining a city that is a healthy and safe place to live and study.

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

Council will create more physical connections throughout the city, building more fit-for-purpose infrastructure, creating greater amenity and ease of movement and being proud of what we have within our municipality.

4 Develop a smarter economy with diverse and sustainable employment

Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.

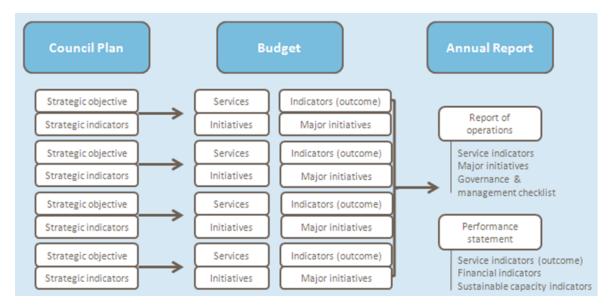
5 Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

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

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Strategies to achieve Strategic Objective 1 are:

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council's sustainability initiatives

The service categories to deliver these key strategic objectives are described below.

Services

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Environmental	This service develops environmental policy, coordinates and implements environmental	Exp	504	598	580
Management	projects and works with other services to	Rev	11	5	6
	improve Council's environmental	NET	493	593	574
	performance.				
Waste Management	This service provides kerbside collections	Exp	4,013	4,391	4,386
& Street Cleaning	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.	Rev	39	57	1
		NET	3,974	4,334	4,385
Parks and Gardens	This service covers a range of areas such	Exp	4,293	4,378	4,419
	as tree pruning, planting, removal, planning and street tree strategies, management of	Rev	344	373	376
	conservation and parkland areas, creeks	NET	3,949	4,005	4,043
	and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.				

Major initiatives

- 1) Continued replacement of current street lights with more energy-efficient LED lights.
- 2) Develop short and long-term options for recycling processing.

Other initiatives

- 3) Investigate options for waste to energy to reduce reliance on landfill.
- 4) Complete a Domestic Wastewater Management Plan.

Service Performance Outcome Indicators*

		2019	2020	2021
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Appearance of public areas	Performance	79	74	74
Environmental sustainability	Performance	61	63	63
Waste collection	Satisfaction	162.81	132.01	132.01
Waste collection	Service standard	4.49	4.6	4.6
Waste collection	Service cost	\$111.26	\$98.56	\$98.56
Waste collection	Service cost	\$59.15	\$53.99	\$53.99
Waste collection	Waste diversion	47.78%	49.46%	49.46%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic objective 2: Foster a healthy, welcoming city that is socially and culturally rich

A stroll through Warrnambool's streets reveals some excellent street art, much of which has been added in the past decade. The street art reflects a growing arts and culture scene in Warrnambool. Along with wellestablished institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists' co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier. Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Warrnambool is a university city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool's residents fares well on some measures (e.g. rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (e.g. educational attainment, family violence). Council's health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- · Seek equity, access, safety and inclusion for all
- · Improve access to economic resources

Recreation is a significant part of the Warrnambool lifestyle and the city's residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.

Strategies to achieve Objective 2 are:

- 2.1 Promote healthy lifestyles.
- 2.2 Increase participation, connection, equity, access and inclusion.
- 2.3 Increase community health and social connection.
- 2.4 Encourage and support participation in sport, recreation and physical activity.
- 2.5 Encourage and support more lifelong learning.
- 2.6 Engage a broader range of people in cultural activities.
- 2.7 Actively acknowledge of local Aboriginal culture.
- 2.8 Increase participation opportunities for disadvantaged members of the community.

The service categories to deliver these key strategic objectives are described below.

			2018/19	2019/20	2020/21
Service area	Description of services provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Community	Government funded programs aimed at	Exp	444	280	125
Support Services	improving community participation, rural access programs and facilitation	Rev	387	237	85
	of migration to the South West and — volunteer programs.	NET	57	43	40
Aged Services	This area provides a range of services	Exp	3,685	3,869	3,725
	including meals on wheels, personal care, respite, home maintenance,	Rev	3,289	3,418	3,355
	home care, adult day care and senior — citizens programs.	NET	396	451	370

Family Services	This service provides family orientated support services including pre-schools,	Exp	8,274	8,525	8,387
	maternal & child health, child care,	Rev	7,412	6,924	6,638
	counselling & support, youth services, - immunisation, family day care.	NET	862	1,602	1,749
Art and Culture	Provision of high-quality venues where people can see, present and explore	Exp	2,774	2,451	1,760
An and Culture	the arts, ideas and events provided at the Warrnambool Art Gallery and Light -	Rev	1,889	1,450	898
	House Theatre.	NET	885	1,001	862
Library Services		Exp	961	968	987
LIDIALY Services	Provision of quality library and information services to the community.	Rev	-	-	-
	· -	NET	961	969	987
Description	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and	Exp	494	556	510
Recreation		Rev	113	9	-
	advice to clubs and organisations involved in these areas.	NET	381	547	510
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.	Exp	3,854	3,327	2,754
Leisure Centres		Rev	3,287	2,477	1,486
		NET	567	850	1,268
Health Services	Administrations of legislative	Exp	274	284	296
Health Services	requirements pertaining to public health, immunisation and food	Rev	175	184	178
	premises.	NET	99	100	118
Festivals and	Delivers a range of promotions,	Exp	1,238	1,173	1,019
Events Group	festivals and events along with attracting events to the city to deliver	Rev	40	3	12
	economic benefits.	NET	1,198	1,170	1,032

Major initiatives

1) Continue implementation of the Reid Oval Redevelopment Project.

2) Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.

Other initiatives

3) Develop a proposal to develop a fit-for-purpose immunisation facility.4) Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.

Service Performance Outcome Indicators*

		2019	2020	2020/21
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
				ave.)
Aquatic facilities (health inspections)	Service standard	2	2.13	2.13
Aquatic facilities (reportable safety incidents)	Service standard	0	2.10	2.10
Aquatic facilities	Service cost (indoor facilities per visit)	\$2.07	\$3.50	\$3.50
Aquatic facilities	Service cost (outdoor facilities per visit)	\$4.36	\$9.82	\$9.82
Aquatic facilities	Utilisation	6.85	6.58	6.58
Food safety	Timeliness	1	2.7	2.7
Food safety	Service standard	99.64%	92.1%	92.1%
Food safety	Service cost	\$323.35	\$436.63	\$436.63
Food safety	Health and safety	84.21%	80.31%	80.31%
Library	Utilisation	4.49	3.98	3.98
Library	Resource standard	69.03%	61.36%	61.36%
Library	Service cost	\$8.13	\$7.72	\$7.72
Library	Participation	13.77%	12.47%	12.47%
Maternal and child health	Satisfaction	96.07%	99.61%	99.61%
Maternal and child health	Service standard	99.74%	100.77%	100.77%
Maternal and child health	Service cost	\$75.13	\$74.42	\$74.42
Maternal and child health	Participation	76.99%	76.6%	76.6%
Maternal and child health	Participation (Aboriginal children)	73.24%	73.63%	73.63%
Recreational facilities	Satisfaction	73	72	72

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.3 Strategic objective 3: Maintain and improve the physical spaces and visual appeal of the city

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces. As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future. Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve Objective 3 are:

- 1, Enhance movement in and around the city including better connections for cyclists and pedestrians.
- 2. Create a more vibrant city through activating high quality public places.
- 3. Build infrastructure that best meets current and future community needs.
- 4. Maintain and enhance existing Council infrastructure.
- 5. Advocate for better regional connections.

The service categories to deliver these key strategic objectives are described below."

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Asset	This service prepares long term	Exp	2,135	2,639	2,529
Maintenance	maintenance management programs	Rev	606	586	610
	for Council's property assets in an integrated and prioritised manner in	NET	1,529	2,053	1,919
order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.					
Infrastructure	This service prepares and conducts	Exp	6,527	6,785	6,932
Services	capital works and maintenance	Rev	3,482	3,136	3,469
	planning for Council's main civil —— infrastructure assets in an integrated ——	NET	3,045	3,649	3,463
	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.				
Regulatory	Local laws enforcement including	Exp	2,355	2,327	2,359
Services	parking fees and fines, public safety,	Rev	3,208	2,699	2,371
	animal management and traffic control.	NET	(853)	(372)	(12)

Major initiatives

1) Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the

Portuguese monument and Wollaston Bridge.

2) Develop "significant & heritage" tree renewal program.

Other Initiatives

3) Identify and regularly monitor condition of asset classes.

4) Complete a review of the City Centre Car Parking Strategy.

Service Performance Outcome Indicators*

		2019	2020	2020/21
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Roads	Satisfaction	67.89	33.9	33.9
Roads	Condition	96.48%	97.4%	97.4%
Roads	Service cost (reconstruction)	\$91.05	\$89.59	\$89.59
Roads	Service cost (resealing)	\$8.18	\$7.60	\$7.60
Roads	Satisfaction	58	57	57
Appearance of public areas	Performance	79	74	74
Animal management	Timeliness	1	2.87	2.87
Animal management	Service standard	84.24%	48.54%	48.54%
Animal management	Service cost	\$90.05	\$70.28	\$70.28

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 4: Develop a smarter economy with diverse and sustainable employment

Warrnambool functions as the commercial, health care and educational centre of the South West. The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool. The city has a population of 34,713 and this figure is forecast to approach 46,762 by 2036.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth. Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fifth daily return service.

The Princes Highway West presents similar challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

Over the past five years considerable effort has gone in to planning for this increase with large tracts of land rezoned to provide the city with a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities.

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan.

Strategies to achieve Objective 4 are:

- 1. Grow the city's population through local economic growth.
- 2. Encourage more sustainable local business.
- 3. Enhance the visitor experience.
- 4. Advocate for an improve infrastructure including transport, services and digital infrastructure.
- 5. Create stronger links between education providers, business and industry.
- The service categories to deliver these key strategic objectives are described below."

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Statutory Building	This service provides statutory building	Exp	235	312	275
Services	services to the Council community	Rev	164	133	75
	including processing of building — — permits.	NET	71	179	200
City Strategy &	This service prepares and processes	Exp	1,309	1,437	1,440
Development	amendments to the Council Planning Scheme. This service processes — statutory planning applications, —	Rev	302	269	265
		NET	1,007	1,168	1,175
provides a about dev require a representi Civil and <i>A</i> necessary Planning S policy doc amendme	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.				
Warrnambool	Provides a regional livestock marketing	Exp	925	951	1,002
Livestock	centre that meets the needs of the	Rev	1,178	1,195	1,290
Exchange	stock agents, buyers and producers.	NET	(253)	(244)	(288)

	Provides affordable holiday	Exp	2,077	1,922	1,683
Holiday Parks	accommodation that is modern, clean	Rev	3,088	2,596	1,325
	and well maintained in a family	NET	(1,011)	(674)	358
	orientation atmosphere.				
EL		Exp	1,957	1,817	1,396
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village	Rev	1,212	1,000	560
Manume village	that displays the maritime history of the	NET	745	817	836
	region and features the "Shipwrecked" Sound & Light laser show.				
	Includes the industry and business support, research and statistical — analysis and project development which underpin economic development.	Exp	979	917	810
Economic		Rev	42	33	26
Development		NET	937	884	784
	This comise provides a regional Aiment	Exp	316	325	338
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and	Rev	139	135	131
Allport	operates as a viable commercial	NET	177	190	207
	enterprise to the benefit of the region.				
		Exp	101	106	105
Port of	Council manages the Cities port facility	Rev	101	100	102
Warrnambool	on behalf of the State Government.	NET	-	6	3

Major initiatives

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.

2) Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).

Other initiatives

3) Deliver Social Housing Planning Project.

4) Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.

Service Performance Outcome Indicators*

		2019	2020	2020/21
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Tourism development	Satisfaction	69	69	69
Population growth	Satisfaction	64	62	62
Statutory planning	Timeliness	37	56.26	56.26
Statutory planning	Service standard	93.20%	77.75%	77.75%
Statutory planning	Service cost	\$1,928.14	\$2,717.54	\$2,717.54
Statutory planning	Decision-making	50%	63.38%	63.38%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.5 Strategic objective 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 decisionmaking while delivering services efficiently and effectively. In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision though increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

Strategies to achieve Objective 5 are:

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

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

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

4. Deliver customer-focused, responsive services.

5. Foster an encouraging and positive staff culture.

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Elected Council	Elected Council governs our City in	Exp	597	597	547
	partnership with and on behalf of our community, and encourages and	Rev	<u> </u>	597	<u> </u>
	facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	INE I	594	397	512
Governance &	Responsible for supporting good	Exp	790	1,056	695
Risk	governance within Council and	Rev	56	309	2
	implementing the Corporate Risk Management Framework, managing	NET	734	747	693
	Council's insurance portfolio and providing internal support on insurance maters to council officers.				
	Manages and facilitates the Council	Exp	998	996	1,081
Executive Services	governance service, implementation of Council decisions and policies and compliance with the legislative	Rev	2	-	-
		NET	996	996	1,081
	requirements. Also includes media & marketing.				
	Provides a complete service in revenue collection, property management and a customer interface for various service	Exp	1,752	1,725	1,733
Revenue & Customer Service		Rev	941	881	837
Customer Service		NET	811	844	896
	units and a wide range of transactions. Includes contract valuation service.				
	Enables Council staff to have access to	Exp	2,102	2,246	2,422
Information	the information they require to efficiently	Rev	44	6	-
Services	perform their functions. Includes	NET	2,058	2,240	2,422
	software support, licensing and lease commitments.				
Organisation	This service promotes and implements	Exp	835	860	968
Development	positive HR strategies to assist staff reach their full potential and, at the	Rev	-	-	-
20.0000000	same time are highly productive in	NET	835	860	968
	delivering Council's services to the community. Includes recruitment, staff inductions and training.				
Corporate &	Provides corporate support to Council	Exp	1,885	2,389	2,908

Financial Services	nancial Services and all divisions/branches in meeting		3,972	2,172	3,822
	organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, insurances, overhead costs including utilities and unallocated grants commission funding.	NET	(2,087)	217	(914)
		Exp	10,936	11,500	12,650
Depreciation	Depreciation is the allocation of	Rev	-	-	-
	expenditure write down on all of Council's assets over there useful lives	NET	10,936	11,500	12,650

Major initiatives

1) Prepare for the 2020 Council elections.

2) Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.

Other initiatives

3) Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.

4) Review and update the Long-Term Financial Plan to ensure Council remains financially sustainable.

Service Performance Outcome Indicators*

	_	2019	2020	2020/21
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Governance	Transparency	5.19%	10.97%	10.97%
Governance	Consultation and engagement	47	54.5	54.5
Governance	Attendance	90.68%	92.22%	92.22%
Governance	Service cost	\$56,027.94	\$46,847.05	\$46,847.05
Governance	Satisfaction	48	53	53
Financial performance	Revenue level	\$1,920.58	\$1,807.13	\$1,807.13
Financial performance	Expenditure level	\$4,319.97	\$3,644.55	\$3,644.55
Financial performance	Workforce turnover	10.02%	12.76%	12.76%
Financial performance	Working capital	171.63%	292.26%	292.26%
Financial performance	Unrestricted cash	66.21%	72.41%	72.41%
Financial performance	Asset renewal	110.26%	72.67%	72.67%
Financial performance	Loans and borrowings	26.23%	28.77%	28.77%
Financial performance	Loans and borrowings (repayments)	4.84%	4.10%	4.10%
Financial performance	Indebtedness	16.79%	32.64%	32.64%
Financial performance	Adjusted underlying result	-1.03%	2.49%	2.49%
Financial performance	Rates concentration	51.47%	58.77%	58.77%
Financial performance	Rates effort	0.57%	0.61%	0.61%

* refer to table below for information on the calculation of Service Performance Outcome Indicators

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation	
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community	
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[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	
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.	
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100	
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is 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	
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population	
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions	
Food safety	Health and safety	Critical and major non- compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non- compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	
		Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[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	

2.3 Reconciliation with budgeted operating result

	Net Cost		D
	(Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Sustain and enhance the natural environment	9,002	9,385	383
Foster a city that is socially and culturally rich	6,911	19,563	12,652
Maintain and improve the physical fabric of the city	5,370	11,820	6,450
Develop a modern economy with diverse and sustainable employment	3,275	7,049	3,774
Practice good governance through openness and accountability	5,658	10,354	4,696
Total	30,216	58,171	27,955
Expenses added in:			
Depreciation	12,650		
Amortisation - Right of use assets	200		
Capitalised expenditure	2,830		
Operational projects	45		
Net loss on disposal of property, plant and equipment	901		
Deficit before funding sources	46,842		
Funding sources added in:			
Rates and charges revenue	41,436		
Grants - capital	4,559		
Contributions - non monetary assets	4,000		
Total funding sources	49,995		
Operating (surplus)/deficit for the year	(3,153)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement Balance Sheet Statement of Changes in Equity Statement of Cash Flows Statement of Capital Works Statement of Human Resources

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

Comprehensive Income Statement For the four years ending 30 June 2024

		Forecast	Budget		Strategic F	Resource Plan
		Actual		0004/00	0000/00	Projections
		2019/20	2020/21	2021/22	2022/23	2023/24
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	40,698	41,436	42,766	44,763	46,106
Statutory fees and fines	4.1.2	1,713	1,580	1,881	1,919	1,957
User fees	4.1.3	14,747	11,332	18,614	18,966	19,345
Grants - Operating	4.1.4	11,800	12,235	12,182	12,427	12,676
Grants - Capital	4.1.4	8,211	4,559	2,914	1,992	1,701
Contributions - monetary	4.1.5	4,154	801	816	831	847
Contributions - non-monetary	4.1.5	4,000	4,000	4,500	4,500	5,000
Other income	4.1.6	1,284	619	631	644	657
Total income	_	86,607	76,562	84,304	86,042	88,289
_						
Expenses						
Employee costs	4.1.7	32,940	31,739	35,864	36,887	37,948
Materials and services	4.1.8	31,172	26,604	28,960	26,437	26,756
Depreciation	4.1.9	12,250	12,650	13,050	13,450	13,850
Amortisation - Right of use assets	4.1.10	200	200	200	200	200
Bad and doubtful debts		146	101	135	137	140
Borrowing costs		350	328	331	275	226
Other expenses	4.1.11	838	886	904	922	940
Net gain/(loss) on disposal of						
property, infrastructure, plant and equipment		552	901	991	682	772
Total expenses		78,448	73,409	80,435	78,990	80,832
Surplus/(deficit) for the year		8,159	3,153	3,869	7,052	7,457
	_					
Other comprehensive income						
Net asset revaluation increment /(de	ecrement)	10,000	10,000	10,000	10,000	10,000
Total comprehensive result	_	18,159	13,153	13,869	17,052	17,457

Balance Sheet

For the four years ending 30 June 2024

		Forecast Actual	Budget		Strategic	Resource Plan Projections
		2019/20	2020/21	2021/22	2022/23	2023/24
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		0.004	4 077	0.457	0.040	4 500
Trade and other receivables		3,604	1,677	2,157	2,312	1,593
Other financial assets		4,000	3,507	3,521	3,541	3,554
Inventories		8,000	9,000	10,000	11,000	13,000
Other assets		185	185	185	185	185
	4.2.1	1,300	1,310	1,320	1,330	1,340
Total current assets	4.2.1	17,089	15,679	17,183	18,368	19,672
Non-current assets						
Trade and other receivables		10	8	6	4	2
Investments in associates, joint arrangement and subsidiaries		650	665	680	695	710
Property, infrastructure, plant & equipment		655,178	674,307	686,194	700,594	718,174
Right-of-use assets	4.2.4	1,400	1,200	1,000	800	600
Total non-current assets	4.2.1	657,238	676,180	687,880	702,093	719,486
Total assets	_	674,327	691,859	705,063	720,461	739,158
Liabilities	_					
Current liabilities						
Trade and other payables						
Trust funds and deposits		4,300	4,400	4,500	4,600	4,700
Provisions		1,150	1,130	1,150	1,170	1,130
	4.2.3	6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities Lease liabilities	4.2.3 4.2.4	1,694	2,085	1,834	1,883	1,934
		200	200	200	200	200
Total current liabilities	4.2.2	14,144	14,819	14,898	15,284	15,617
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,020	11,885	11,301	9,419	10,484
Lease liabilities	4.2.4	1,200	1,000	800	600	400
Total non-current liabilities	4.2.2	10,520	14,224	13,480	11,440	12,347
Total liabilities	_	24,664	29,043	28,378	26,724	27,964
Net assets		649,663	662,816	676,685	693,737	711,194
Family	_					
Equity						
Accumulated surplus		239,882	244,054	247,761	254,974	262,149
Reserves	_	409,781	418,762	428,924	438,763	449,045
Total equity		649,663	662,816	676,685	693,737	711,194

Statement of Changes in Equity For the four years ending 30 June 2024

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of adoption of new accounting standards					
Adjusted opening balance		631,504	232,679	392,485	6,340
Surplus/(deficit) for the year		8,159	8,159	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(1,235)	-	1,235
Transfers from other reserves	-	-	1,329	-	(1,329)
Balance at end of the financial year	=	649,663	240,932	402,485	6,246
2020/21 Budget					
Balance at beginning of the financial year		649,663	240,932	402,485	6,246
Surplus/(deficit) for the year		3,153	3,153	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(181)	-	181
Transfers from other reserves	4.3.1		-	-	-
Balance at end of the financial year	4.3.2	662,816	243,904	412,485	6,427
2021/22					
Balance at beginning of the financial year		662,816	243,904	412.485	6,427
Surplus/(deficit) for the year		3,869	3,869	412,403	0,427
Net asset revaluation		0,000	0,000	_	_
increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(162)	-	162
Transfers from other reserves	-	-	-	-	-
Balance at end of the financial year	=	676,685	247,611	422,485	6,589
2022/23					
Balance at beginning of the financial year		676,685	247,611	422,485	6,589
Surplus/(deficit) for the year		7,052	7,052	-	0,000
Net asset revaluation		1,002	.,		
increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves	-	-	161	-	(161)
Balance at end of the financial year	=	693,737	254,824	432,485	6,428
2023/24					
Balance at beginning of the financial year		693,737	254,824	432,485	6,428
Surplus/(deficit) for the year		7,457	7,457	-	
Net asset revaluation		.,	.,		
increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(282)	-	282
Transfers from other reserves	-	-	-	-	-
Balance at end of the financial year	_	711,194	261,999	442,485	6,710

Statement of Cash Flows

For the four years ending 30 June 2024

	Forecast Actual	Budget	Strategic I	Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24	
Notes	\$'000	\$'000	\$'000	\$'000	\$'000	
	Inflows	Inflows	Inflows	Inflows	Inflows	
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	
Cash flows from operating activities						
Rates and charges	39,791	41,504	42,322	44,300	45,626	
Statutory fees and fines User fees	1,713	1,580	1,881	1,919	1,957	
Grants - operating	16,222 20,010	12,465 16,794	20,475 15,096	20,862	21,280 14,378	
Grants - capital	20,010	10,794	15,090	14,419	14,376	
Contributions - monetary	4,570	881	898	915	932	
Interest received	284	284	289	295	301	
Trust funds and deposits taken						
	-	-	20	20	-	
Other receipts	1,100	354	376	384	392	
Net GST refund / payment	(1,616)	(1,734)	(835)	(867)	(1,154)	
Employee costs	(31,858)	(31,496)	(35,613)	(36,629)	(37,682)	
Materials and services	(33,309)	(26,504)	(28,860)	(26,337)	(26,656)	
Short-term, low value and variable lease payments						
Trust funds and deposits repaid	(49)	(20)	-	-	(40)	
Other payments	(922)	(975)	(994)	(1,014)	(1,035)	
Net cash provided by/(used in) 4.4.1						
operating activities	15,936	13,133	15,055	18,267	18,299	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(23,076)	(18,457)	(12,890)	(15,492)	(18,408)	
Proceeds from sale of property, infrastructure,						
plant and equipment	720	471	481	490	500	
Payments for investments	(0.000)	(4.4.000)	(11.000)	(11.000)	(11.000)	
Proceeds from sale of investments	(9,000)	(14,000)	(14,000)	(14,000)	(14,000)	
	13,000	13,000	13,000	13,000	12,000	
Net cash provided by/ (used in) 4.4.2 investing activities	(18,356)	(18,986)	(13,409)	(16,002)	(19,908)	
Cash flows from financing activities						
Finance costs	(350)	(328)	(331)	(275)	(226)	
Proceeds from borrowings	1,400	5,950	1,250	-	3,000	
Repayment of borrowings	(1,723)	(1,694)	(2,085)	(1,834)	(1,883)	
Interest paid - lease liability						
Repayment of lease liabilities						
Net cash provided by/(used in) 4.4.3						
financing activities	(673)	3,928	(1,166)	(2,109)	891	
Net increase/(decrease) in cash & cash equivalents	(3,093)	(1,925)	480	156	(718)	
Cash and cash equivalents at the beginning of the financial year	6,696	3,603	1,678	2,158	2,314	
Cash and cash equivalents at the end of the financial year	3,603	1,678	2,158	2,314	1,596	

Statement of Capital Works For the four years ending 30 June 2024

		Forecast Budget Actual		Strategic Resource Plan Projections			
		2019/20	2020/21	2021/22	2022/23	2023/24	
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000	
Property							
Land			480	-	-	-	
Total land	-	-	480	-	-	-	
Buildings	-	-	-	-	-	-	
Building improvements		4,325	3,094	2,062	2,035	4,686	
Total buildings	-	4,325	3,094	2,062	2,035	4,686	
Total property	-	4,325	3,574	2,062	2,035	4,686	
Plant and equipment							
Plant, machinery and equipment		828	1,129	1,151	1,174	1,198	
Computers and telecommunications		373	135	317	322	328	
Paintings and exhibits		88	75	75	75	75	
Total plant and equipment	-	1,289	1,339	1,543	1,571	1,601	
Infrastructure							
Roads		5,832	3,833	3,940	4,021	4,103	
Bridges		698	260	265	986	1,006	
Footpaths and cycleways		2,644	1,655	2,002	2,307	2,333	
Drainage		987	90	140	425	25	
Recreational, leisure and community facilities		6,330	6,235	2,000	3,400	3,900	
Parks, open space and streetscapes		2,654	572	540	547	554	
Aerodromes		33	-	30	30	30	
Off street car parks		56	59	260	61	62	
Other infrastructure		534	840	108	108	108	
Total infrastructure	-	19,768	13,544	9,285	11,885	12,121	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408	
Represented by:	=						
New asset expenditure		3,730	3,645	1,348	2,055	1,462	
Asset renewal expenditure		16,582	10,523	9,450	11,261	12,546	
Asset expansion expenditure		· -	-	-	-	-	
Asset upgrade expenditure	_	5,070	4,289	2,092	2,175	4,400	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408	
	=						
Funding sources represented by: Grants		5,441	3 270	1 634	1 002	1 701	
Contributions		337	3,279 40	1,634 40	1,992 40	1,701 40	
Council cash		17,864	10,438	40 11,216	40 13,459	13,667	
Borrowings		1,740	4,700	-		3,000	
-	-						
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408	

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2019/20	2020/21	2021/22	2022/23	2023/24	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Staff expenditure						
Employee costs	32,940	31,739	35,864	36,887	37,948	
Total staff expenditure	32,940	31,739	35,864	36,887	37,948	
	FTE	FTE	FTE	FTE	FTE	
Staff numbers						
Employees	395.0	361.0	395.0	395.0	395.0	
Total staff numbers	395.0	361.0	395.0	395.0	395.0	

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

					Comprises
	Budget		Permanent		
Department	2020/21	Full Time	Part time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	6,482	4,894	1,588	55	-
City Infrastructure	8,675	7,792	883	80	-
Community Development	11,448	4,968	6,480	864	-
City Growth	3,841	3,233	608	294	-
Total permanent staff expenditure	30,446	20,887	9,559	1,293	-
Casuals, temporary and other expenditure	1,293				
Total expenditure	31,739				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

					Comprises
Department	Budget		Permanent		
	2020/21	Full Time	Part time	Casual	Temporary
Corporate Strategies	67	48	19	1	-
City Infrastructure	98	86	12	1	-
Community Development	140	58	82	10	-
City Growth	41	33	8	3	-
Total permanent staff expenditure	346	225	121	15	-
Casuals, temporary and other expenditure	15				
Total staff	361				

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

"Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap.

<Insert other rate increases as applicable>.

This will raise total rates and charges for 2020/21 of \$41.52 million.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2019/20 Forecast Actual	2020/21 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	29,235	29,932	697	2.38%
Municipal charge*	4,743	4,875	132	2.78%
Waste management charge	6,590	6,421	(169)	(2.56%)
Supplementary rates and rate adjustments	-	133	133	N/A
Recreational land	74	75	1	1.35%
Interest on rates and charges	75	85	10	13.33%
Total rates and charges	40,717	41,521	804	1.97%

*These items are subject to the rate cap established under the FGRS

Recreational land category 2 properties

0.003602

0.58%

0.003623

class of land compared with the previous financial year			
Type or class of land	2019/20 cents/\$CIV*	2020/21 cents/\$CIV*	Change
General rate for rateable other land properties	0.003726	0.003728	0.05%
General rate for rateable farm land properties	0.002297	0.002352	2.39%
General rate for rateable commercial land properties	0.006411	0.006641	3.59%
General rate for rateable industrial land properties	0.006372	0.006200	(2.70%)
General rate for rateable vacant land properties	0.005836	0.006163	5.60%
General rate for rateable industrial 2 land properties	0.004803	0.004830	0.56%
Recreational land category 1 properties	\$22,408.24	\$23,438.73	4.60%

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Turne or close of land	2019/20	2020/21		Change
Type or class of land	\$'000	\$'000	\$'000	%
Other land	20,816	21,512	696	3.34%
Farm land	418	434	16	3.83%
Commercial land	4,997	5,163	166	3.32%
Industrial land	1,657	1,712	55	3.32%
Vacant land	984	1,111	127	12.91%
Industrial 2 land	106	-	(106)	(100.00%)
Recreational land category 1	22	23	1	6.54%
Recreational land category 2	51	52	1	1.96%
Total amount to be raised by general rates	29,051	30,007	956	3.29%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Turne or close of land	2019/20	2020/21		Change
Type or class of land	Number	Number	Number	%
Other land	15,223	15,402	179	1.18%
Farm land	166	166	-	0.00%
Commercial land	948	944	(4)	(0.42%)
Industrial land	424	428	4	0.94%
Vacant land	604	665	61	10.10%
Industrial 2 land	1	-	(1)	(100.00%)
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,383	17,622	239	1.37%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year. The valuations listed are still subject to final review by the Valuer

General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2019/20	2020/21	Cha	nge
Type of class of land	\$'000	\$'000	\$'000	%
Other land	5,586,429	5,770,923	184,494	3.30%
Farm land	182,242	184,547	2,305	1.26%
Commercial land	779,568	777,509	(2,059)	(0.26%)
Industrial land	260,131	276,138	16,007	6.15%
Vacant land	168,705	180,196	11,491	6.81%
Industrial 2 land	22,100	-	(22,100)	(100.00%)
Recreational land category 2	14,218	14,300	82	0.58%
Total value of land	7,013,393	7,203,613	190,220	2.71%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21		Change
	\$	\$	\$	%
Municipal charge	271.70	277.13	5.43	2.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year.

Turns of Charge	2019/20	2020/21		Change
Type of Charge	\$ '000	\$ '000	\$ '000	%
Municipal charge	4,714	4,875	161	3.42%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21		Change
	\$	\$	\$	%
Waste management charge	389.98	379.09	(10.89)	(2.79%)

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Turne of Charge	2019/20	2020/21		Change
Type of Charge	\$	\$	\$	%
Waste management charge	5,897	6,421	524	8.89%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

	2019/20	2020/21		Change
	\$'000	\$'000	\$'000	%
Rates and charges	40,717	41,388	671	1.65%
Supplementary rates	-	133	133	N/A
Total Rates and charges	40,717	41,521	804	1.97%

4.1.1(I) Fair Go Rates System Compliance

Warrnambool City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	201	9/20	202	20/21
Total Rates	\$	32,246	\$	34,129
Number of rateable properties		17,369		17,605
Base Average Rate	\$	1,857	\$	1,939
Maximum Rate Increase (set by the State Government)		4.50%		2.00%
Capped Average Rate	\$	1,940	\$	1,977
Maximum General Rates and Municipal Charges Revenue	\$	33,697	\$	34,812
Budgeted General Rates and Municipal Charges Revenue	\$	33,692	\$	34,807
Budgeted Supplementary Rates	\$	213	\$	133
Budgeted Total Rates and Municipal Charges Revenue	\$	33,905	\$	34,940

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020/21: estimated \$133,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- · Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:

• A general rate of 0.3728% (0.003728 cents in the dollar of CIV) for all rateable other land properties;

- A general rate of 0.2352% (0.002352 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6641% (0.006641 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6200% (0.006200 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.6163% (0.006163 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4830% (0.004830 cents in the dollar of CIV) for all rateable industrial 2 properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

Commercial land

Commercial land is any land, which is:

• Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or

• Unoccupied but zoned commercial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;

• Economic development and planning services, having direct benefit to the use of Commercial Land; and • Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described below.

1. Rateable property used for income generation from business and administrative purposes, including, but not limited to, properties used for:

• The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;

• The manufacture of goods where the goods are sold on the property;

• The provision of entertainment, e.g. theatres, cinemas, amusement parlours;

• Media establishments, e.g. radio stations, newspaper offices, television stations;

• The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds,

camps, accommodation houses, hostels, boarding houses;

• The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;

• Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;

• The provision of education, e.g. schools, museums, art galleries;

• Showrooms, e.g. display of goods;

• Religious purposes; and

• Public offices and halls.

2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices."

3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Farm Land

"Farm land is any land, which is:

• "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- · Encouragement of sustainable and productive use and management of Farm Land; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Industrial land

Industrial land is any land, which is:

• Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or

• Unoccupied but zoned Industrial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- · Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Economic development and planning services, having direct benefit to the use of Industrial Land; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

Rateable properties which are used in the process of income generation, including, but not limited to the following:

• The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);

- The storage of goods;
- The provision of services for the repair of goods;
- The storage of plant and machinery;
- The production of raw materials in the extractive and timber industries; and
- The treatment and storage of industrial waste materials.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial year.

Vacant land

Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council; or
- · Land on which no building designed or adapted for human occupation is erected

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- · Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Encouragement for orderly planning through development of serviced urban properties;
- · Provision of municipal administrative services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of vacant unoccupied land and on which no building designed or adapted for human occupation is erected within the Warrnambool City Council.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are no buildings are constructed.

Industrial 2 land

Industrial 2 land is any land, which is:

• Occupied for the principal purpose of carrying out the manufacture or production of, milk products such as powdered milk.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Encouragement for sustainable and economically beneficial milk production in the municipality; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described below.

• Rateable properties where each rateable property is used for the purpose of milk product production in the municipality;

• To fit within the classification the rateable property must be occupied and operating in the production of milk products; and

• For the purpose of this classification the rateable properties must be within an Industrial 1 Zoning under the Warrnambool Planning Scheme.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Other land

Other land is any land, which is:

- Occupied for the principal purpose of human habitation including dwellings, flats and units;
- "residential use land" as described in of Section 2 (1) of the Valuation of Land Act 1960; and
- "urban farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- · Development and provision of health and community services; and

• Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of a property which is used for human habitation including dwellings, flats and units, or is residential use land or urban farm land as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Cultural and Recreational land

The amounts listed are subject to change until the Valuer General Victoria has provided council with a Generally True and Correct Declaration for the 2020 General Revaluation.

Ratepayer	Assess Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,637.18
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,246.26
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,144.66
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,485.43
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,956.42
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	532.58
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	630.40
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,462.86
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	898.50
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	2,119.46
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,637.44
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	561.57
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,807.83
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,271.67
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	23,438.73
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	54.35
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	362.30

4.1.2 Statutory fees and fines

	Forecast Actual 2019/20	Budget 2020/21		Change
	\$'000	\$'000	\$'000	%
Animal control	488	517	29	5.94%
Health and local laws	153	162	9	5.88%
Parking fines	552	425	(127)	(23.01%)
Permits and certificates	134	137	3	2.24%
Town planning and building	386	338	(48)	(12.44%)
Total statutory fees and fines	1,713	1,579	(134)	(7.82%)

"Statutory fees and fines are mainly levied in accordance with legislation and relate to income collected through parking fines, health registrations, animal registrations, planning permits and building permits. - Parking fines to decrease in 2020/21 as Council is currently offering a free parking intiative and the return

to normal patrols will be phased in over time.

- Town Planning and Building fees are expected to return to its historical trajectory in 2020/21 following a number of large value applications in 2019/20 that are not expected to occur again in 2020/21."

4.1.3 User fees

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Property management	774	801	27	3.49%
Indoor aquatic centre	1,526	861	(665)	(43.58%)
Childrens services	3,227	3,254	27	0.84%
Multi purpose sports stadium	930	617	(313)	(33.66%)
Cultural centres	1,173	608	(565)	(48.17%)
Regulatory control	1,459	1,231	(228)	(15.63%)
Tourism and promotion	951	527	(424)	(44.58%)
Foreshore holiday parks	2,572	1,297	(1,275)	(49.57%)
Livestock exchange	1,175	1,261	86	7.32%
Aged services fees	681	650	(31)	(4.55%)
Other fees and charges	279	223	(56)	(20.07%)
Total user fees	14,747	11,330	(3,417)	(23.17%)

User fees relate to the wide range of services Council provides across its extensive service delivery programs and includes holiday park fees, leisure centre and performing arts centre user charges, fees for the provision of child care, family day care and home help, entrance fees at Flagstaff Hill, car parking fees and livestock exchange selling fees.

Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

Large decreases across Councils operating business due to the current COVID19 restrictions are expected to be in place for some time.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast Actual	Budget	CI	nange
	2019/20	2020/21	0	lange
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants	4 0 0 0		4 400	00.000/
Commonwealth funded grants State funded grants	4,962 15,049	6,382 10,412	1,420 (4,637)	28.62% (30.81%)
Total grants received	20,011	10,412 16,794	(3,217)	(16.08%)
	20,011	10,734	(3,217)	(10.0070)
(a) Operating Grants				
Recurrent - Commonwealth Government	3,859	5,841	1,982	51.36%
Victoria Grants Commission Financial Assistance Grant	1,575	3,213	1,638	104.00%
Victoria Grants Commission Local Roads	329	671	342	103.95%
Aged services	1,870	1,872	2	0.11%
National respite services	85	85	-	0.00%
Recurrent - State Government	5,603	5,479	(124)	(2.21%)
Port operations	3,003 95	97	(124)	2.11%
Economic development	15	15	_	0.00%
Family and children	3,158	3,228	70	2.22%
Aged services	803	735	(68)	(8.47%)
Cultural services	333	342	9	2.70%
Rural access	152	-	(152)	(100.00%)
Infrastructure Services	95	95	-	0.00%
Environmental initiatives	59	61	2	3.39%
School crossing supervision	193	192	(1)	(0.52%)
Pension rebate	700	714	14	2.00%
Total recurrent grants	9,462	11,320	1,858	19.64%
Non-recurrent - Commonwealth Government	154	116	(38)	(24.68%)
Economic Development	150	116	(34)	(22.67%)
Other	4	-	(4)	(100.00%)
Non-recurrent - State Government	2,184	799	(1,385)	(63.42%)
Economic development	262	-	(262)	(100.00%)
Family and children	849	470	(379)	(44.64%)
Aged services	94	86	(8)	(8.51%)
Recreation	12	.	(12)	(100.00%)
Cultural centres	99	114	15	15.15%
Infrastructure services Environment initiatives	499 162	96 33	(403) (129)	(80.76%) (79.63%)
Other non-recurrent grants	207		(207)	(100.00%)
Total non-recurrent grants	2,338	915	(1,423)	(60.86%)
Total operating grants	11,800	12,235	435	3.69%
(b) Capital Grants				0.000
Recurrent - Commonwealth Government	425	425	-	0.00%
Roads to recovery Total recurrent grants	425 425	425 425	-	0.00%
	420	423		0.0078
Non-recurrent - Commonwealth Government	524	-	(524)	(100.00%)
Infrastructure Services	24	-	(24)	(100.00%)
City Renewal	500	-	(500)	(100.00%)
			(2.429)	(43.07%)
Non-recurrent - State Government	7 767			
Non-recurrent - State Government Port operations	7,262	4,134 1,280	(3,128) 1,280	
Port operations	-	1,280	1,280	#DIV/0!
	7,262 - 2,735 2,473			• •

City Renewal	2,000	-	(2,000)	(100.00%)
Total non-recurrent grants	7,786	4,134	(3,652)	(46.90%)
Total capital grants	8,211	4,559	(3,652)	(44.48%)
Total Grants	20,011	16,794	(3,217)	(16.08%)

Grants include all monies received from Victorian and Commonwealth sources for the purposes of funding the delivery of Council's services to ratepayers and funding the capital works program.

Overall the level of grants will decrease by \$3.0 million compared to the 2019/20 forecast. This is mainly due to the large grants received in 2019/20 for the final City Renewal grant claims.

4.1.5 Contributions

	Forecast Actual	Budget		Change
	2019/20	2019/20 2020/21		
	\$'000	\$'000	\$'000	%
Monetary	4,154	801	(3,353)	(80.72%)
Non-monetary	4,000	4,000	-	0.00%
Total contributions	8,154	4,801	(3,353)	(41.12%)

Monetary contributions include monies paid to Council for works, including roads and drainage, required to be completed by developers in accordance with planning permits issued for property development. Also included are philanthropic donations and contributions by any organisations to specific projects.

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2019/20 forecast assumes contributions for the new Industrial Estate.

Non-monetary contributions occur when upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement. Council is expecting a similar level of subdivisions to be finalised in 2020/21.

4.1.6 Other income

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Interest	284	284	-	0.00%
Infrastructure services	56	51	(5)	(8.93%)
Recreation and cultural programs	1	-	(1)	(100.00%)
Family and community	8	15	7	87.50%
Reimbursements	847	164	(683)	(80.64%)
Other income	88	105	17	19.32%
Total other income	1,284	619	(665)	(51.79%)

4.1.7 Employee costs

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Wages and salaries	28,976	27,641	(1,335)	(4.61%)
WorkCover	816	920	104	12.75%
Superannuation	2,845	2,852	7	0.25%
Fringe benefit tax	303	326	23	7.59%
Total employee costs	32,940	31,739	(1,201)	(3.65%)

Employee benefits include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, and employer superannuation.

Employee costs are budgeted to decrease by \$1.4 million compared to the 2019/20 forecast. The major driver of of this is the stand down of employees at operations that are impacted by COVID19 closures.

4.1.8 Materials and services

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Infrastructure services	7,058	5,764	(1,294)	(18.33%)
Waste management	3,956	3,897	(59)	(1.49%)
Recreation and cultural services	3,818	2,869	(949)	(24.86%)
Children's services	2,387	1,444	(943)	(39.51%)
Corporate services	5,086	5,226	140	2.75%
Tourism and promotions	2,434	1,255	(1,179)	(48.44%)
Aged services	1,008	747	(261)	(25.89%)
Foreshore caravan parks	833	764	(69)	(8.28%)
Livestock exchange	458	487	29	6.33%
Planning and building services	1,457	302	(1,155)	(79.27%)
Health and local laws	1,166	1,245	79	6.78%
Other	1,510	2,605	1,095	72.52%
Total materials and services	31,171	26,605	(4,566)	(14.65%)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and overhead costs including insurances and utilities.

Council's expenditure on materials and services is budgeted to decrease in 2020/21 due to the following: - a reduction in the number of funded projects

- a reduction in the number of projects where Council acts as auspice

Council is managing to tightly control expenditure in the face of rising costs through the continual revision of service delivery and ongoing pursuit of efficiencies in operations.

4.1.9 Depreciation

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Property	2,198	2,270	72	3.28%
Plant & equipment	1,536	1,585	49	3.19%
Infrastructure	8,516	8,795	279	3.28%
Total depreciation and amortisation	12,250	12,650	400	3.27%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.40 million for 2020/21 will be due to the capitalisation of new infrastructure completed in 2019/20.

4.1.10 Amortisation - Right of use assets

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Right of use assets	200	200	-	0.00%
Total amortisation - right of use assets	200	200	-	0.00%

4.1.11 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual	Budget		Change
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Councillor Allowances	274	290	16	5.84%
Operating Lease Rentals	439	474	35	7.97%
Other Expenses	125	121	(4)	(3.20%)
Total other expenses	838	885	47	5.61%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. A small increase is exptected in 2020/21 due to new gym and Information Technology equipment being leased in 2019/20.

4.2 Balance Sheet

4.2.1 Assets

"Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to remain stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. It is expected to increase at the end of the 2019/20 due a number of rate and rental deferrals being granted through the hardship provisions in repsonse to COVID19.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant and equipment, which has been built up by the

Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

4.2.2 Liabilities

"Trade and other payables are those to whom Council owes money as at 30 June. No significant movement is expected in this category for 2020/21.

Provisions include accrued long service leave, annual leave owing to employees and rehabilitation costs for a cessed landfill site. These employee entitlements are only expected to increase marginally and are influenced by the outcome of the current Enterprise Agreement negotiation and active management of leave entitlements.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2019/20	2020/21
	\$	\$
Amount borrowed as at 30 June of the prior year	10,036	9,713
Amount proposed to be borrowed	1,400	5,950
Amount projected to be redeemed	(1,723)	(1,694)
Amount of borrowings as at 30 June	9,713	13,969

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2020/21 and drawdown new loan funds of \$5.95 million to partially fund the Reid Oval upgrade, the Library & Learning Centre project, the Saleyards roof and invest in smart building projects to reduce energy costs.

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual	Budget
	2019/20	2020/21
	\$	\$
Right-of-use assets	-	-
Plant and equipment	1,400,000	1,200,000
Total right-of-use assets	1,400,000	1,200,000
Lease liabilities		
Current lease Liabilities		
Plant and equipment	200,000	200,000
Total current lease liabilities	200,000	200,000
Non-current lease liabilities		
Plant and equipment	1,200,000	1,000,000
Total non-current lease liabilities	1,200,000	1,000,000
Total lease liabilities	1,400,000	1,200,000

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 2.75%.

4.3 Statement of changes in Equity

4.3.1 Reserves

"Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves include statutory reserves, Councils drainage and Carparking/CBD funds. No significant variation is expected in 2020/21.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change.

4.3.2 Equity

Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.

4.4 Statement of Cash Flows

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

4.4.1 Net cash flows provided by/used in operating activities

The decrease in net cash from operating activities is mainly due to the closure of operating facilitties due to COVID19.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

4.4.2 Net cash flows provided by/used in investing activities

The forecast for 2019/20 represents a higher level of capital expenditure with major works including the finalisation of the Reid Oval and funded road projects.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2020/21 budget include new borrowings for the Reid Oval upgrade, the Library & Learning Centre project, Saleyards roof and Councils investment in energy saving initiatives.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

Council has more than 240 major buildings with a replacement cost of over \$133 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings.

These assets require renewal investment in addition to the new scheduled building projects. The majority of Councils building capital works program is focused on asset renewal rather than building new assets.

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. The majority of the spend in this category for 2020/21 relates to renewing Councils plant, machinery and equipment.

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

In 2020/21, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

	Forecast Actual	Budget	Change		
	2019/20	2020/21	Ŭ	%	
	\$'000	\$'000	\$'000		
Property	4,325	3,574	(751)	(17.36%)	
Plant and equipment	1,291	1,339	48	3.72%	
Infrastructure	19,768	13,544	(6,224)	(31.49%)	
Total	25,384	18,457	(6,927)	(27.29%)	

	Project	Asset expenditure types			Summary of Funding Sources			ources	
	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property & Land	3,574	480	1,772	1,322	-	-	-	2,574	1,000
Plant and equipment	1,339	75	1,264	-	-	-	40	1,299	-
Infrastructure	13,544	3,090	7,487	2,967	-	3,279	-	6,565	3,700
Total	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

	Project		Asset expend	iture types			Summary o	of Funding Sources	;
Capital Works Area	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land non-specialised									
Land acquisition	480	480	-	-	-	-	-	480	-
Building Improvements									
Minor Works	180	-	180	-	-	-	-	180	-
Public Toilet Renewal	373	-	373	-	-	-	-	373	-
Building Renewal General Funding	857	-	857	-	-	-	-	857	-
Holiday Park Facility Improvements	150	-	150	-	-	-	-	150	-
Roof Access Audit and Improvements	50	-	50	-	-	-	-	50	-
Alviston House Fire Services Upgrade	95	-	-	95	-	-	-	95	-
Infrastructure Accessibility Fund	50	-	50	-	-	-	-	50	-
Replacement of Lighthouse Theatre Sound System	227	-	-	227	-	-	-	227	-
Replacement of obsolete profile lighting fixtures	112	-	112	-	-	-	-	112	-
Energy saving initiatives	1,000	-	-	1,000	-	-	-	-	1,000
TOTAL PROPERTY	3,574	480	1,772	1,322	-	-	-	2,574	1,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,130	-	1,130	-		-	-	1,130	-
Computers and Telecommunications									
ICT strategy implementation	107	-	107	-	-	-	-	107	-
IT hardware	27	-	27	-	-	-	-	27	-
Paintings and Exhibits									
Art work acquisitions	35	35	-	-	-	-	20	15	-
Public art initiatives	40	40	-	-	-	-	20	20	-
TOTAL PLANT AND EQUIPMENT	1,339	75	1,264	-	-	-	40	1,299	-

			Asset expendi	ture types			Summary o	f Funding Sources	
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Local roads rehabilitation and resheets	2,880	-	2,880	-	-	425	-	2,455	-
Road reseal program	748	-	748	-	-	-	-	748	-
Road safety audit implementation	145	-	145	-	-	-	-	145	-
Street lighting improvements	30	-	30	-	-	-	-	30	-
Disabled parking	30	-	30	-	-	-	-	30	-
Bridges									
Bridge renewal	260	-	260	-	-	-	-	260	-
Footpaths and Cycleways									
Beach access	180	-	180	-	-	-	-	180	-
Footpath and bicycle path renewal	810	-	810	-	-	-	-	810	-
Footpath construction	135	135	-	-	-	-	-	135	-
Linkage paths	170	170	-	-	-	-	-	170	-
Small infrastructure fund projects	360	360	-	-	-	-	-	360	-
Drainage									
Priority backlog drainage	25	-	25	-	-	-	-	25	-
Japan Street catchment diversion	65	-	-	65	-	-	-	65	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	1,235	-	-	1,235	-	790	-	445	-
Reid Oval redevelopment	5,000	1,667	1,666	1,667	-	2,000	-	-	3,000
Parks, Open Space and Streetscapes									
Playground renewal	319	-	319	-	-	-	-	319	-
Public open space improvements	195	-	195	-	-	-	-	195	-
Levys Point CCTV	58	58	-	-	-	-	-	58	-
Off Street Car Parks									
Carpark linemarking	59	-	59	-	-	-	-	59	-
Other Infrastructure									
Livestock exchange improvements	60	-	60	-	-	-	-	60	-
Livestock exchange roof construction	700	700	-	-	-	-	-	-	700
Allansford boat ramp safety improvements	80	-	80	-	-	64	-	16	-
TOTAL INFRASTRUCTURE	13,544	3,090	7,487	2,967	-	3,279	-	6,565	3,700
TOTAL NEW CAPITAL WORKS	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast	Budget	Strategi	c Resource Plan	Projections	Trend
indicator		Ž	2019/20	2020/21	2021/22	2022/23	2023/24	+/o/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(1.87%)	(2.79%)	0.80%	1.56%	1.87%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	120.82%	105.80%	115.34%	120.18%	125.97%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	71.08%	61.72%	71.20%	76.83%	83.65%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	23.87%	33.71%	30.71%	25.25%	26.93%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.09%	4.88%	5.65%	4.71%	4.57%	+
Indebtedness	Non-current liabilities / own source revenue		16.81%	25.51%	20.83%	17.04%	17.92%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	135.37%	83.19%	72.41%	83.72%	90.58%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	54.70%	60.93%	55.62%	56.27%	56.51%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.58%	0.58%	0.60%	0.60%	o

Indicator	Measure	otes	Forecast	Budget	Strategic Re	source Plan Pro	jections	Trend
		No	2019/20	2020/21	2021/22	2022/23	2023/24	+/o/-
Efficiency								
Expenditure level	Total expenses/ no. of property assessments		\$4,513	\$4,166	\$4,610	\$4,595	\$4,725	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$2,029	\$2,053	\$2,094	\$2,178	\$2,221	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.45%	14.20%	10.00%	10.00%	10.00%	-

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Following the financial recovery from COVID19, the underlying result is expected to be around the breakeven amount in the Strategic Resource Plan period.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to increase steadily over the Strategic Resource Plan.

3. Unrestricted Cash

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the Strategic Resource Plan.

4. Debt compared to rates

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Councils debt is planned to peak in 2019/20 before reducing as existing loans are paid out.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. This means that Council is unable to meet its asset demand and backlog. Council's position begins to improve in 2022/23 if Council is able to successfully apply a rate cap variation.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Councils reliance on rate revenue is to slightly increase over time.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the FY 2020/21.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. The fees listed are a maximum and Council has the discretion to charge a lesser amount if appropriate.

Description of Fees and Charges	Unit of Measure	GST Status	201	9/20 Fee Inc GST	2020/21 Fee Inc GST	Fee crease / ecrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	
	I	1	Prope	erty Managem	ent			
User Fees & Charges					e			
Applications to use Crown & Council Land	Per Application	Non-Taxable	\$	26.10	\$ 26.80	\$ 0.70	2.68%	Non-statutory
Licences preparation fee	Per Application	Taxable	\$	115.30	\$ 118.40	\$ 3.10	2.69%	Non-statutory
_ease preparation fee	Per Application	Taxable	\$	167.70	\$ 172.30	\$ 4.60	2.74%	Non-statutory
Survey plan fee	Per Application	Non-Taxable	\$	1,677.00	\$ 1,723.00	\$ 46.00	2.74%	Non-statutory
Title search fee	Per Application	Non-Taxable	\$	44.10	\$ 45.30	\$ 1.20	2.72%	Non-statutory
Outdoor Café /Laneway Bar Fees								
icence Fee (per week)	Per Week	Non-Taxable	\$	205.00	\$ 210.00	\$ 5.00	2.44%	Non-statutory
Fable Fee (per table)	Per Table	Non-Taxable	\$	42.00	\$ 43.00	\$ 1.00	2.38%	Non-statutory
Rate Search Fees								
Rate history search fee	1st 3 Hours	Non-Taxable	\$	398.20	\$ 409.10	\$ 10.90	2.74%	Non-statutory
Rate history search fee	After 3 Hours	Non-Taxable	\$	125.60	\$ 129.30	\$ 3.70	2.95%	Non-statutory
Rate history search fee (0-10 Years)	Each	Non-Taxable	\$	23.10	\$ 23.80	\$ 0.70	3.03%	Non-statutory
Copy of previous years Rate Instalments Notices	Each	Non-Taxable	\$	16.80	\$ 17.20	\$ 0.40	2.38%	Non-statutory
Search, retrieval and photocopying fees								
Search, inspection, retrieval or access fee	Per Search	Non-Taxable	\$	24.90	\$ 25.60	\$ 0.70	2.81%	Non-statutory
Search, inspection, retrieval or access fee Offsite)	Per Search	Non-Taxable	\$	39.60	\$ 40.65	\$ 1.05	2.65%	Non-statutory
Photocopying/printing any document	Per A4/A3 page	Non-Taxable	\$	0.65	\$ 0.69	\$ 0.04	6.15%	Non-statutory
Photocopying/printing any document	Per A1,2,0 page	Non-Taxable	\$	5.20	\$ 5.35	\$ 0.15	2.88%	Non-statutory

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set at 30th June 2020.

			Revenue Manage	ment			
Monetary Complaints: Notices on a Debt Filing Fee							
Less than \$500	Per Application	Non-Taxable	\$ 147.40	\$ 151.10	\$ 3.70	2.51%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 147.40	\$ 151.10	\$ 3.70	2.51%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 468.20	\$ 479.80	\$ 11.60	2.48%	Non-statutory
Necessary Certificate x2							
Less than \$500	Per Application	Non-Taxable	\$ 98.00	\$ 100.00	\$ 2.00	2.04%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 176.00	\$ 178.00	\$ 2.00	1.14%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 176.00	\$ 178.00	\$ 2.00	1.14%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 208.00	\$ 210.00	\$ 2.00	0.96%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 248.00	\$ 252.00	\$ 4.00	1.61%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 248.00	\$ 252.00	\$ 4.00	1.61%	Non-statutory
Professional (Item 1 Complaints)							
Less than \$500	Per Application	Non-Taxable	\$ 222.00	\$ 225.00	\$ 3.00	1.35%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 465.00	\$ 471.00	\$ 6.00	1.29%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 465.00	\$ 471.00	\$ 6.00	1.29%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 571.00	\$ 578.00	\$ 7.00	1.23%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 686.00	\$ 695.00	\$ 9.00	1.31%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 686.00	\$ 695.00	\$ 9.00	1.31%	Non-statutory
Service Fee							
Service Fee	Per Application	Non-Taxable	\$ 73.00	\$ 74.00	\$ 1.00	1.37%	Non-statutory
			Revenue Manage	ment			
Other Professional Costs Warrant							
warrant							

Less than \$500 Per Application Non-Taxable S 57.00 50.00 S 1.00 1.75% Non-statutory \$500 - \$399 Per Application Non-Taxable S 117.00 118.00 S 2.00 1.71% Non-statutory \$5.000 - \$7.499 Per Application Non-Taxable S 117.00 S 2.00 1.44% Non-statutory \$5.000 - \$7.490 Per Application Non-Taxable S 175.00 S 2.00 1.44% Non-statutory \$7.000 - \$20,000 Per Application Non-Taxable S 175.00 S 2.00 1.44% Non-statutory \$7.000 - \$20,000 Per Application Non-Taxable S 170.00 S 2.00 1.42% Non-statutory \$5.000 - \$20,000 Per Application Non-Taxable S 141.00 143.00 S 2.00 1.42% Non-statutory \$5.000 - \$7.499 Per Application Non-Taxable S 141.00 143.00 S 2.00		1								1
SECO - 5399 Per Application Non-Taxable S 117.00 S 2.00 1.71% Mon-statutory S1.000 - 54,099 Per Application Non-Taxable S 117.00 S 2.00 1.71% Non-statutory S5.000 - 57,499 Per Application Non-Taxable S 117.00 S 2.00 1.14% Non-statutory S1.000 - 520,000 Per Application Non-Taxable S 175.00 S 2.00 1.14% Non-statutory S1.000 - 520,000 Per Application Non-Taxable S 175.00 S 2.00 1.14% Non-statutory Summons for Oral Examination Non-Taxable S 50.00 S 1.00 1.89% Non-statutory \$1000 - 54.099 Per Application Non-Taxable S 141.00 143.00 S 2.00 1.42% Non-statutory \$1,000 - 54.099 Per Application Non-Taxable S 141.00 143.00 S 2.00 1.02% Non-statutory	Less than \$500	Per Application	Non-Taxable	\$	57.00		\$	1.00	1.75%	Non-statutory
\$1,000 - \$4,999 Per Application Non-Taxable \$ 117.00 \$ 2.00 1.71% Mon-statutory \$5,000 - \$7,499 Per Application Non-Taxable \$ 139.00 \$ 2.00 1.44% Non-statutory \$7,500 - \$9,999 Per Application Non-Taxable \$ 177.00 \$ 2.00 1.14% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable \$ 175.00 \$77.00 \$ 2.00 1.14% Non-statutory Summons for Oral Examination Per Application Non-Taxable \$ 590.0 \$ 1.00 1.69% Non-statutory \$1,000 - \$20,000 Per Application Non-Taxable \$ 500.0 \$ 2.00 1.12% Non-statutory \$1,000 - \$20,000 Per Application Non-Taxable \$ 500.0 \$ 2.00 1.42% Non-statutory \$1,000 - \$7,099 Per Application Non-Taxable \$ 188.00 \$ 0.00 \$ 2.00 1	\$500 - \$999	Per Application	Non-Taxable	\$	117.00	119.00	\$	2.00	1.71%	Non-statutory
S5:001 - \$7.499 Per Application Non-Taxable S 139.00 141.00 S 2.00 1.44% Non-statutory \$7.500 - \$9.999 Per Application Non-Taxable S 175.00 \$7.700 S 2.00 1.14% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable S 175.00 \$7.700 S 2.00 1.14% Non-statutory Summons for Oral Examination S 59.00 \$5.000 \$ 1.00 1.69% Non-statutory \$500 - \$59.99 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$500 - \$7.499 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.69% Non-statutory \$5.00 - \$7.499 Per Application Non-Taxable \$ 190.00 \$ 2.00 1.06% Non-statutory \$5.00 - \$20,000 Per Application Non-Taxable \$ 190.00 \$ 2.00 1.06%	\$1,000 - \$4,999	Per Application	Non-Taxable	\$	117.00	119.00	\$	2.00	1.71%	Non-statutory
37.00 - 320.999 Per Application Non-Taxable S 171.00 S 2.00 1.14% Non-statutory St0.000 - S20.000 Per Application Non-Taxable S 175.00 S 2.00 1.14% Non-statutory Summons for Oral Examination Per Application Non-Taxable S 59.00 S 1.00 1.69% Non-statutory Stomeson for Oral Examination Per Application Non-Taxable S 59.00 S 1.00 1.63% Non-statutory Stomeson for Oral Examination Per Application Non-Taxable S 59.00 S 1.00 1.63% Non-statutory Stomeson for Oral Examination Per Application Non-Taxable S 59.00 S 2.00 1.42% Non-statutory Stomeson for Stomeson Per Application Non-Taxable S 101.00 S 2.00 1.06% Non-statutory Stomeson for Stomeson Per Application Non-Taxable S 100.00 S 1.00 1.00% Non-statutory Stome stomeson Per Application Non-Taxable	\$5,000 - \$7,499	Per Application	Non-Taxable	\$	139.00		\$	2.00	1.44%	Non-statutory
Stronger Science Per Application Non-Taxable S 11.00 Non-Taxable S 2.00 Non-statutory Summons for Oral Examination Less than \$500 Per Application Non-Taxable S 59.00 60.00 S 1.00 1.69% Non-statutory \$1,000 - \$4,999 Per Application Non-Taxable S 59.00 S 2.00 1.42% Non-statutory \$1,000 - \$4,999 Per Application Non-Taxable S 171.00 S 2.00 1.42% Non-statutory \$7,500 - \$20,999 Per Application Non-Taxable S 188.00 190.00 S 2.00 1.06% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable S 100.00 S 1.00 1.06% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable S 100.00 S 1.00 Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable S 207.00 S 3.00	\$7,500 - \$9,999	Per Application	Non-Taxable	\$	175.00	\$ 177.00	\$	2.00	1.14%	Non-statutory
Less than \$500 Per Application Non-Taxable \$ 59.00 \$ 1.00 1.69% Non-statutory \$500 - \$909 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$1,000 - \$4,999 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$5,000 - \$7,499 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$7,500 - \$9,999 Per Application Non-Taxable \$ 188.00 \$ 2.00 1.06% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable \$ 188.00 \$ 2.00 1.06% Non-statutory Stoo - \$999 Per Application Non-Taxable \$ 100.00 \$ 1.00 \$ 1.00 Non-statutory \$ Stoo - \$999 Per Application Non-Taxable \$ 207.00 \$ 3.00 1.45% Non-statutory	\$10,000 - \$20,000	Per Application	Non-Taxable	\$	175.00	\$ 177.00	\$	2.00	1.14%	Non-statutory
Less than \$500 Per Application Non-Taxable \$ 59.00 \$ 1.00 1.69% Non-statutory \$500 - \$909 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$1,000 - \$4,999 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$5,000 - \$7,499 Per Application Non-Taxable \$ 141.00 \$ 2.00 1.42% Non-statutory \$7,500 - \$9,999 Per Application Non-Taxable \$ 188.00 \$ 2.00 1.06% Non-statutory \$10,000 - \$20,000 Per Application Non-Taxable \$ 188.00 \$ 2.00 1.06% Non-statutory Stoo - \$999 Per Application Non-Taxable \$ 100.00 \$ 1.00 \$ 1.00 Non-statutory \$ Stoo - \$999 Per Application Non-Taxable \$ 207.00 \$ 3.00 1.45% Non-statutory	Summons for Oral Examination									
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x10,000 - \$20,000 x1	\$7,500 - \$9,999	Per Application	Non-Taxable	\$	300.00	\$ 304.00	\$	4.00	1.33%	Non-statutory
Less than \$500Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$500 - \$999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$1,000 - \$4,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$1,000 - \$7,499Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$5,000 - \$7,499Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutoryPer ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutoryPer ApplicationNon-Taxable\$46.00\$\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$\$1.002.17%Non-statutory	\$10,000 - \$20,000	Per Application	Non-Taxable	\$	300.00	\$ 304.00	\$	4.00	1.33%	Non-statutory
Less than \$500Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$500 - \$999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$1,000 - \$4,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$1,000 - \$7,499Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$5,000 - \$7,499Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutoryPer ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$1.002.17%Non-statutoryPer ApplicationNon-Taxable\$46.00\$\$1.002.17%Non-statutory\$7,500 - \$9,999Per ApplicationNon-Taxable\$46.00\$\$1.002.17%Non-statutory										
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Instructions to Defend	Den Anglia stien	New Truckle			\$			0.07%	Now statistical
Less than \$500	Per Application	Non-Taxable	\$	103.00	104.00 \$	\$	1.00	0.97%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$	220.00	223.00 \$	\$	3.00	1.36%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$	220.00	эр 223.00	\$	3.00	1.36%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$	273.00	\$ 277.00	\$	4.00	1.47%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$	326.00	\$ 330.00	\$	4.00	1.23%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$	326.00	\$ 330.00	\$	4.00	1.23%	Non-statutory
Order for Substituted Service									
Less than \$500	Per Application	Non-Taxable	\$	150.00	\$ 152.00	\$	2.00	1.33%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$	271.00	\$ 275.00	\$	4.00	1.48%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$	271.00	\$ 275.00	\$	4.00	1.48%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$	322.00	\$ 326.00	\$	4.00	1.24%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$	379.00	\$ 384.00	\$	5.00	1.32%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$	379.00	\$ 384.00	\$	5.00	1.32%	Non-statutory
Necessary Notice/Certificate									
Less than \$500	Per Application	Non-Taxable	\$	49.00	\$ 50.00	\$	1.00	2.04%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$	88.00	\$ 89.00	\$	1.00	1.14%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$	88.00	\$ 89.00	\$	1.00	1.14%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$	104.00	\$ 105.00	\$	1.00	0.96%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$	124.00	\$ 126.00	\$	2.00	1.61%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$	124.00	\$ 126.00	\$	2.00	1.61%	Non-statutory
Issue Fees									
Claim or Counterclaim									
Fee	Per Application	Non-Taxable	\$	147.40	\$ 151.10	\$	3.70	2.51%	Non-statutory
Application for Order									
Fee	Per Application	Non-Taxable	\$	43.40	\$ 44.40	\$	1.00	2.30%	Non-statutory

With Preparation	Per Application	Non-Taxable	\$	70.90	\$ 72.50	\$ 1.60	2.26%	Non-statutory
46A Summons/46B Rehearing Application								
Fee	Per Application	Non-Taxable	\$	153.20	\$ 157.00	\$ 3.80	2.48%	Non-statutory
With Preparation	Per Application	Non-Taxable	\$	180.70	\$ 185.10	\$ 4.40	2.43%	Non-statutory
	1	1	Reven	ue Managen	ient			
Summons for Oral Examination including h	1				\$			
Fee	Per Application	Non-Taxable	\$	101.20	103.70	\$ 2.50	2.47%	Non-statutory
Certificate for Supreme Court								
Fee	Per Application	Non-Taxable	\$	20.20	\$ 20.70	\$ 0.50	2.48%	Non-statutory
With Preparation	Per Application	Non-Taxable	\$	47.70	\$ 48.80	\$ 1.10	2.31%	Non-statutory
Application for Attachment of Earnings								
Fee	Per Application	Non-Taxable	\$	144.50	\$ 148.10	\$ 3.60	2.49%	Non-statutory
Attachment of Earnings/Debt Order								
Fee	Per Application	Non-Taxable	\$	20.20	\$ 20.70	\$ 0.50	2.48%	Non-statutory
With Preparation	Per Application	Non-Taxable	\$	27.70	\$ 48.80	\$ 21.10	76.17%	Non-statutory
Warrant Fees								
Fee	Per Application	Non-Taxable	\$	17.30	\$ 17.80	\$ 0.50	2.89%	Non-statutory
Sheriff's Warrant Fee	Per Application	Non-Taxable	\$	198.10	\$ 203.00	\$ 4.90	2.47%	Non-statutory
Application under the Judgement Debt Rec	overy Act							
Summons for Examination	Per Application	Non-Taxable	\$	153.20	\$ 157.00	\$ 3.80	2.48%	Non-statutory
Instalment Application/Agreement (Creditor)	Per Application	Non-Taxable	\$	80.90	\$ 82.90	\$ 2.00	2.47%	Non-statutory
Application to Vary/Cancel (Creditor)	Per Application	Non-Taxable	\$	80.90	\$ 82.90	\$ 2.00	2.47%	Non-statutory
Service Cost								
Attempted Service (Item 78)	Per Application	Non-Taxable	\$	50.00	\$ 51.00	\$ 1.00	2.00%	Non-statutory

	I.	I							
Service by Post (Item 77)	Per Application	Non-Taxable	\$	13.00	\$ 13.00	\$	-	0.00%	Non-statutory
Allowance per km (Item 79)	Per Application	Non-Taxable	\$	0.70	\$ 0.70	\$	-	0.00%	Non-statutory
			Co	ast & Rivers					
Mooring Fees									
Boat less than 10m pa	Per boat	Taxable	\$	265.00	\$ 270.00	\$	5.00	1.89%	Non-statutory
Boat 10.1m to 15m pa	Per boat	Taxable	\$	335.00	\$ 340.00	\$	5.00	1.49%	Non-statutory
Boat 15.1 – 20m pa	Per boat	Taxable	\$	385.00	\$ 390.00	\$	5.00	1.30%	Non-statutory
Boat 20.1 – 25m pa	Per boat	Taxable	\$	475.00	\$ 480.00	\$	5.00	1.05%	Non-statutory
Jetty Fees – pa: Permit for breakwater and Hopkins River	Per boat	Taxable	\$	220.00	\$ 225.00	\$	5.00	2.27%	Non-statutory
Mooring inspection fee	Per boat	Taxable	\$	180.00	\$ 190.00	\$	10.00	5.56%	Non-statutory
Mooring infrastructure hire	Per boat	Taxable	\$	90.00	\$ 92.00	\$	2.00	2.22%	Non-statutory
Berth permit or mooring licence - new application fee	Per boat	Taxable	\$	80.00	\$ 80.00	\$	-	0.00%	Non-statutory
	I	I.	Co	ast & Rivers					1
Annual Parking Permit Fees					\$				
Breakwater (per vehicle)	Per vehicle	Taxable	\$	68.00	6 9.00	\$	1.00	1.47%	Non-statutory
			Infrasti	ructure Servi	ces				
Road Reserve Works Permit									
Minor Works less than \$10,000	Per Application	Non-Taxable	\$	145.00	\$ 147.90	\$	2.90	2.00%	Non-statutory
Minor Works great than \$10,000	Per Application	Non-Taxable	\$	650.00	\$ 663.00	\$	13.00	2.00%	Non-statutory
Minor Works Public Notice Fee	Per Application	Non-Taxable	\$	50.00	\$ 51.00	\$	1.00	2.00%	Non-statutory
Large Projects	Per Application	Non-Taxable	By Ne	egotiation	By Negotiation	\$	-	0.00%	Non-statutory
Asset Protection Permit									
	Per Application	Non-Taxable	\$	145.00	\$ 147.90	\$	2.90	2.00%	Non-statutory
Asset Inspection Checklist					147.90				,
Livestock Crossing Permit:					•				
Stock Crossing Permit	Per Application	Non-Taxable	\$	145.00	\$ 147.90	\$	2.90	2.00%	Non-statutory
Stormwater Legal Point of Discharge Applic	ation:								
Single dwelling development - Note 1	Per Application	Non-Taxable	\$	141.20	\$ 141.20	\$	_	0.00%	Statutory
	1	1	Ψ			Ψ			1

Information only - Note 1	Per Application	Non-Taxable	\$	62.00	\$ 62.00	\$ -	0.00%	Statutory
Short notice fee - Note 1	Per Application	Non-Taxable	\$	117.00	\$ 117.00	\$ -	0.00%	Statutory
Street tree – supply and install including maintenance period of 24 months - Note 1	Per Tree	Non-Taxable	\$	355.00	\$ 362.10	\$ 7.10	2.00%	Statutory
Build Over Stormwater Easement Application - Note 1	Per Application	Non-Taxable	\$	118.00	\$ 120.36	\$ 2.36	2.00%	Statutory
Rain Garden (small up to 4.5m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$	3,200.00	\$ 3,264.00	\$ 64.00	2.00%	Non-statutory
Rain Garden (medium up to 9.0m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$	3,600.00	\$ 3,672.00	\$ 72.00	2.00%	Non-statutory
Stormwater drainage line inspection (high resolution camera) – 4 hours	Per Inspection	Non-Taxable	\$	670.00	\$ 683.40	\$ 13.40	2.00%	Non-statutory
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	Per Inspection	Non-Taxable	\$	1,390.00	\$ 1,417.80 0.75% for	\$ 27.80	2.00%	Non-statutory
	Per Application	Non-Taxable	chec 2.5% supe (Bas	ervision ed on the	plan checking and 2.5% for supervision (Based on the value of		0.00%	Non-statutory
Plan checking and supervision fee			value	e of works)	works)	\$ -		

Notes: 1 Fees are in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and are subject to change in accordance with changes to the government legislation and regulations.

			Open Space Hi	es			
Botanic Gardens - Weddings and Events							
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	Per event	Taxable	\$ 100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Use of Band Rotunda and or Vehicle Access	Per hire	Taxable	\$ 160.00	\$ 170.00	\$ 10.00	6.25%	Non-statutory
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	Per marquee	Taxable	\$ 525.00	\$ 550.00	\$ 25.00	4.76%	Non-statutory
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	Per marquee	Taxable	\$ 1,050.00	\$ 1,100.00	\$ 50.00	4.76%	Non-statutory
Large Marquee *	Per marquee	Taxable	Price on event application	Price on event application	\$ -	0.00%	Non-statutory
Note: * = Marquee fees include vehicle access	and use of Band Rotunda	if required					
Lake Pertobe - Events							
Community Events (not for profit)	Per event	Taxable	\$-	\$	\$ -	0.00%	Non-statutory
Small Events (under 200 attendees)	Per event	Taxable	\$ 265.00	\$ 280.00	\$ 15.00	5.66%	Non-statutory
Medium Events (between 200 to 500 attendees)	Per event	Taxable	\$ 525.00	\$ 550.00	\$ 25.00	4.76%	Non-statutory

Large Events (over 500 attendees)	Per event	Taxable	\$	1,050.00	\$ 1,100.00	\$	50.00	4.76%	١
		Ι	Ligh	thouse Theat	tre			1 1	
Staff - all venues and user types									
Supervising Technician	Per hour	Taxable	\$	56.50	\$ 58.50	\$	2.00	3.54%	I
Technician	Per hour	Taxable	\$	51.50	\$ 53.50	\$	2.00	3.88%	I
Front of House Supervisor or Duty Officer	Per hour	Taxable	\$	56.50	\$ 58.50	\$	2.00	3.54%	I
Front of House Officer (Box Office, Bar, Merchandise Seller)	Per hour	Taxable	\$	51.50	\$ 53.50	\$	2.00	3.88%	I
Ticket Fees (patrons & ticket purchasers)									
Online/Web Booking Fee	Per booking	Taxable	\$	6.50	\$ 6.50	\$	-	0.00%	I
Phone Booking Fee	Per booking	Taxable	\$	3.00	\$ 3.00	\$	-	0.00%	I
Community & Local Non for Profit									
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$	540.00	\$ 560.00	\$	20.00	3.70%	
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$	340.00	\$ 350.00	\$	10.00	2.94%	
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$	50.00	\$ 52.00	\$	2.00	4.00%	
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$	60.00	\$ 62.00	\$	2.00	3.33%	I
Community & Local Non for Profit	I	1	Ligh	thouse Theat	tre	I		I I	
STUDIO ticketed performance - Hire rate	Per performance	Taxable	\$	350.00	\$ 360.00	\$	10.00	2.86%	I
STUDIO ticketed performance - Second	Per performance	Taxable			\$ 235.00	\$	5.00	2.17%	ļ
Performance same day STUDIO - Rehearsal (No Technical	Per hour	Taxable	\$	230.00	\$	\$	2.00	4.00%	
Equipment) STUDIO - Rehearsal (Inc. Technical	Per hour	Taxable	\$	50.00	52.00 \$	\$	2.00	3.33%	1
Equipment)			\$	60.00	62.00				
Local Artists and Non-local Non for Profit									
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$	780.00	\$ 800.00	\$	20.00	2.56%	
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$	340.00	\$ 350.00	\$	10.00	2.94%	
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$	50.00	\$ 52.00	\$	2.00	4.00%	
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$	60.00	\$ 62.00	\$	2.00	3.33%	I

					_			
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 480.00	\$ 500.00	\$	20.00	4.17%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 230.00	\$ 235.00	\$	5.00	2.17%	Non-statutory
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 50.00	\$ 52.00	\$	2.00	4.00%	Non-statutory
STUDIO - Ŕehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 60.00	\$ 62.00	\$	2.00	3.33%	Non-statutory
Other Fees - Community, Non for Profits an	d Local Artists							
Equipment & Consumable Items								
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$ 51.50	\$ 53.50	\$	2.00	3.88%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$ 30.00	\$ 31.00	\$	1.00	3.33%	Non-statutory
Radio Mics	Per item	Taxable	\$ 45.00	\$ 45.00	\$	-	0.00%	Non-statutory
Ticketing Fees (hirer) - based on gross prices								
Tickets \$10.99 and under	Per ticket	Taxable	\$ 1.45	\$ 1.50	\$	0.05	3.45%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$ 2.80	\$ 2.90	\$	0.10	3.57%	Non-statutory
Tickets \$40.00 and over	Per ticket	Taxable	\$ 3.80	\$ 3.90	\$	0.10	2.63%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%	Up to 3%	\$	-	0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$ 0.50	\$ 0.55	\$	0.05	10.00%	Non-statutory
Event Creation and Set of Tickets	Per season	Taxable	\$ 52.50	\$ 52.50	\$	-	0.00%	Non-statutory
			Lighthouse Theat	tre				
Ticketed Event: Subsidised Professional Co	ompanies							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 1,200.00	\$ 1,250.00	\$	50.00	4.17%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$ 575.00	\$ 585.00	\$	10.00	1.74%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$	2.00	3.33%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 590.00	\$ 615.00	\$	25.00	4.24%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 340.00	\$ 350.00	\$	10.00	2.94%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$	2.00	3.33%	Non-statutory
Ticketed Event: Standard Hirer Rates								

THEATRE ticketed performance - Hire rate plus 5% of net ticket sales THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$	1,600.00	\$ 1.675.00	\$ 75.00	4.69%	Non-statutory
					1,075.00			. ton statutory
Performance same day	Per performance	Taxable	\$	575.00	\$ 600.00	\$ 25.00	4.35%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$	60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$	600.00	\$ 625.00	\$ 25.00	4.17%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$	340.00	\$ 350.00	\$ 10.00	2.94%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$	60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Other Fees - Subsidised theatre and Stand	lard hires							
Equipment & Consumable Items								
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$	230.00	\$ 230.00	\$ -	0.00%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$	60.00	\$ 62.00 \$	\$ 2.00	3.33%	Non-statutory
Radio Mics	Per booking	Taxable	\$	90.00	э 90.00	\$ -	0.00%	Non-statutory
Ticketing Fees (hirer) - based on gross prices								
Tickets \$10.99 and under	Per ticket	Taxable	\$	3.10	\$ 3.20	\$ 0.10	3.23%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$	4.10	\$ 4.20	\$ 0.10	2.44%	Non-statutory
Tickets \$40.00 - \$59.99	Per ticket	Taxable	\$	5.10	\$ 5.25	\$ 0.15	2.94%	Non-statutory
Tickets \$60.00 and over	Per ticket	Taxable	\$	6.10	\$ 6.25	\$ 0.15	2.46%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable		Up to 3%	Up to 3%	\$ -	0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$	0.50	\$ 0.55	\$ 0.05	10.00%	Non-statutory
Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$	105.00	\$ 110.00	\$ 5.00	4.76%	Non-statutory
Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$	210.00	\$ 220.00	\$ 10.00	4.76%	Non-statutory
Merchandise								
Including foyers, Theatre, Studio, Atrium and Meeting Room	Per sale	Taxable	1	2% on gross sales	12% on gross sales	\$ -	0.00%	Non-statutory
		I	Lia	hthouse Theat	re			
Non-Ticketed Event: Non for Profit Organisations								
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$	1,200.00	\$ 1,250.00 \$	\$ 50.00	4.17%	Non-statutory

STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 650.00	\$ 675.00	\$ 25.00	3.85%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 250.00	\$ 260.00	\$ 10.00	4.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$-	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$ 390.00	\$ 400.00	\$ 10.00	2.56%	Non-statutory
MEETING ROOM: Used in conjunction with Theatre or Studio event hire	Per event per day	Taxable	\$ 150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 330.00	\$ 330.00	\$-	0.00%	Non-statutory
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$-	0.00%	Non-statutory
Non-Ticketed Event: Non for Profit Organisations							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 2,000.00	\$ 2,075.00	\$ 75.00	3.75%	Non-statutory
THEATRE - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 780.00	\$ 810.00	\$ 30.00	3.85%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 250.00	\$ 260.00	\$ 10.00	4.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$-	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$ 460.00	\$ 480.00	\$ 20.00	4.35%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 330.00	\$ 330.00	\$-	0.00%	Non-statutory
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$-	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Theatre: Event	Per booking	Taxable	No charge	No charge	\$-	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Studio	Per hour	Taxable	\$ 115.00	\$ 115.00	\$-	0.00%	Non-statutory
Room Change Surcharge (Change of Format from Standard)	Per booking	Taxable	\$ 60.00	\$ 62.50	\$ 2.50	4.17%	Non-statutory
			Lighthouse Theat	re			
Functions							
Catered Functions (Dinners, Luncheons, We	eddings)						
STUDIO - Function Hire - up to 9 hrs access, includes Meeting Room	Per booking	Taxable	\$ 1,150.00	\$ 1,200.00	\$ 50.00	4.35%	Non-statutory

STUDIO - Additional Hire hours or Setup hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statu
MAIN FOYER - Used in conjunction with Catered Function	Per session	Taxable	\$ 125.00	\$ 125.00	\$ -	0.00%	Non-statu
Other Fees							
Equipment & Consumables Items							
Steinway Grand Piano (plus tuning if required)	Per item	Taxable	\$ 230.00	\$ 230.00	\$ -	0.00%	Non-state
Radio Mics	Per booking	Taxable	\$ 90.00	\$ 90.00	\$ -	0.00%	Non-state
Rubbish Removal	Per skip bin	Taxable	\$ 110.00	\$ 125.00	\$ 15.00	13.64%	Non-state
			AquaZone				
Day Admissions: Aquatics				\$			
Adult swim	Per day	Taxable	\$ 7.00	7.10	\$ 0.10	1.43%	Non-state
Child swim (3-15 years)	Per day	Taxable	\$ 5.10	\$ 5.20	\$ 0.10	1.96%	Non-stat
Concession swim	Per day	Taxable	\$ 5.30	\$ 5.40	\$ 0.10	1.89%	Non-stat
Family swim (unlimited family members/same residence)	Per day	Taxable	\$ 20.80	\$ 21.20	\$ 0.40	1.92%	Non-stat
Day Admissions: Health & Fitness							
Gymnasium	Per day	Taxable	\$ 19.50	\$ 19.90	\$ 0.40	2.05%	Non-stat
Fitness class	Per class	Taxable	\$ 14.90	\$ 15.20	\$ 0.30	2.01%	Non-stat
Older adult exercise class	Per class	Taxable	\$ 10.50	\$ 10.70	\$ 0.20	1.90%	Non-state
Preventative Health Classes	Per class	Taxable	\$ 6.00	\$ 6.10	\$ 0.10	1.67%	Non-stat
School aerobics	Per class	Taxable	\$ 7.90	\$ 8.00	\$ 0.10	1.27%	Non-stat
Personal Training 1 hour	Per session	Taxable	\$ 88.00	\$ 89.80	\$ 1.80	2.05%	Non-state
Personal Training 45 minutes	Per session	Taxable	\$ 66.00	\$ 67.30	\$ 1.30	1.97%	Non-state
Personal Training ½ hour	Per session	Taxable	\$ 48.00	\$ 49.00	\$ 1.00	2.08%	Non-state
Creche							
Member	Per child per hour	Taxable	\$ 7.50	\$ 7.60	\$ 0.10	1.33%	Non-state
Non Member	Per child per hour	Taxable	\$ 12.90	\$ 13.10	\$ 0.20	1.55%	Non-stat

Learn to Swim (Pool Entry & Assessment)								
Per class (2nd child and 3rd child discounts apply)	Per class	Non-Taxable	\$	14.50	\$ 14.80	\$ 0.30	2.07%	Non-statutory
Private lessons ½ hour lesson	Per lesson	Non-Taxable	\$	52.00	\$ 53.00	\$ 1.00	1.92%	Non-statutory
1 hour lesson	Per lesson	Non-Taxable	\$	101.00	\$ 103.00	\$ 2.00	1.98%	Non-statutory
School swim - no instruction	Per child	Non-Taxable	\$	4.90	\$ 5.00	\$ 0.10	2.04%	Non-statutory
School swim - with instruction	Per child	Non-Taxable	\$	7.00	\$ 7.10	\$ 0.10	1.43%	Non-statutory
School at pool	Per child	Non-Taxable	\$	10.50	\$ 10.70	\$ 0.20	1.90%	Non-statutory
Learn to Swim Monthly Direct Debit	Per direct debit per month	Non-Taxable	\$	59.30	\$ 60.50	\$ 1.20	2.02%	Non-statutory
Learn to Swim Monthly Direct Debit (Concession)	Per direct debit per month	Non-Taxable	\$	41.50	\$42.30	\$ 0.80	1.93%	Non-statutory
				AquaZone				
Group Entry								
Adult Swim	Per session	Taxable	\$	6.30	\$ 6.40	\$ 0.10	1.59%	Non-statutory
Adult Gym	Per session	Taxable	\$	17.55	\$ 18.00	\$ 0.45	2.56%	Non-statutory
Adult Fitness Class	Per session	Taxable	\$	13.50	\$ 13.80	\$ 0.30	2.22%	Non-statutory
Other Fees								
Locker hire	Per hire	Taxable	\$	4.00	\$ 4.10	\$ 0.10	2.50%	Non-statutory
Towel hire	Per hire	Taxable	\$	4.00	\$ 4.10	\$ 0.10	2.50%	Non-statutory
Multi Pass – Health & Fitness								
Fitness class - 20 pass	Per pass	Taxable	\$	307.20	\$ 313.30	\$ 6.10	1.99%	Non-statutory
Multi Pass – Aquatics								
Adult - 20 Pass	Per pass	Taxable	\$	126.00	\$ 128.50	\$ 2.50	1.98%	Non-statutory
Adult -50 Pass	Per pass	Taxable	\$	315.00	\$ 321.30	\$ 6.30	2.00%	Non-statutory
Child - 20 Pass	Per pass	Taxable	\$	91.80	\$ 93.60	\$ 1.80	1.96%	Non-statutory
Child - 50 Pass	Per pass	Taxable	\$	229.50	\$ 234.10	\$ 4.60	2.00%	Non-statutory
Concession - 20 Pass	Per pass	Taxable	\$	95.40	\$ 97.30	\$ 1.90	1.99%	Non-statutory
Concession - 50 Pass	Per pass	Taxable	\$	238.50	\$ 243.30	\$ 4.80	2.01%	Non-statutory
Multi Pass: Creche/Occasional Care								

1 child/1hr Creche - 10 Pass	Per pass	Taxable	\$	71.25	\$ 72.70	\$	1.45	2.04%	Non-statutory
1 child/1hr Occasional Care - 10 Pass	Per pass	Taxable	\$	122.55	\$ 125.00	\$	2.45	2.00%	Non-statutory
Facility Hire					\$				
Up to four hours	Per booking	Taxable	\$	530.00	540.60	\$	10.60	2.00%	Non-statutory
Up to ten hours	Per booking	Taxable	\$	830.00	\$ 846.60	\$	16.60	2.00%	Non-statutory
Lane hourly - commercial	Per hour per lane	Taxable	\$	45.00	\$ 45.90	\$	0.90	2.00%	Non-statutory
Lane hourly - community	Per hour per lane	Taxable	\$	4.90	\$ 5.00	\$	0.10	2.00%	Non-statutory
Pool closure advertising fee	Per booking	Taxable	\$	155.00	\$ 158.10	\$	3.10	2.00%	Non-statutory
School booking cancellation fee (per lane) (<12 hrs notice)	Per lane	Taxable	\$	41.00	\$ 41.80	\$	0.80	1.95%	Non-statutory
Crèche	Per hour	Taxable	\$	60.00	\$ 61.20	\$	1.20	2.00%	Non-statutory
Multi-purpose room	Per hour	Taxable	\$	60.00	\$ 61.20	\$	1.20	2.00%	Non-statutory
Birthday Party					¢				
Aqua Fun Pack	Per booking	Taxable	\$	72.10	\$ 73.50	\$	1.40	1.94%	Non-statutory
Memberships - Gold	1	I	I	AquaZone		1			
	Per membership	Tauahla			\$		21.00	2.01%	Non statuton/
12 months				1 0 4 7 0 0					
		Taxable	\$	1,047.00	1,068.00 \$	\$			Non-statutory
3 months	Per membership	Taxable	\$	1,047.00 523.50	\$ 534.00	\$	10.50	2.01%	Non-statutory
	Per membership Per membership			,	\$				
3 months	Per membership	Taxable	\$	523.50	\$ 534.00 \$	\$	10.50	2.01%	Non-statutory
3 months Direct debit joining fee	Per membership Per membership Per membership per	Taxable Taxable	\$	523.50 99.00	\$ 534.00 \$ 101.00 \$	\$ \$	10.50 2.00	2.01% 2.02%	Non-statutory Non-statutory
3 months Direct debit joining fee Direct debit monthly rate	Per membership Per membership Per membership per	Taxable Taxable	\$	523.50 99.00	\$ 534.00 \$ 101.00 \$	\$ \$	10.50 2.00	2.01% 2.02%	Non-statutory Non-statutory
3 months Direct debit joining fee Direct debit monthly rate <i>Memberships - Gym and Swim</i>	Per membership Per membership Per membership per month	Taxable Taxable Taxable	\$ \$ \$	523.50 99.00 87.20	\$ 534.00 \$ 101.00 \$ 88.90	\$ \$ \$	10.50 2.00 1.70	2.01% 2.02% 1.95%	Non-statutory Non-statutory Non-statutory
3 months Direct debit joining fee Direct debit monthly rate <i>Memberships - Gym and Swim</i> 12 months	Per membership Per membership Per membership per month Per membership	Taxable Taxable Taxable Taxable	\$ \$ \$	523.50 99.00 87.20 980.91	\$ 534.00 \$ 101.00 \$ 88.90 \$ 1,000.50 \$	\$ \$ \$	10.50 2.00 1.70 19.59	2.01% 2.02% 1.95% 2.00%	Non-statutory Non-statutory Non-statutory Non-statutory
3 months Direct debit joining fee Direct debit monthly rate <i>Memberships - Gym and Swim</i> 12 months 3 months	Per membership Per membership Per membership per month Per membership Per membership	Taxable Taxable Taxable Taxable Taxable	\$ \$ \$ \$ \$	523.50 99.00 87.20 980.91 471.45	\$ 534.00 \$ 101.00 \$ 88.90 \$ 1,000.50 \$ 480.90 \$	\$ \$ \$ \$	10.50 2.00 1.70 19.59 9.45	2.01% 2.02% 1.95% 2.00% 2.00%	Non-statutory Non-statutory Non-statutory Non-statutory Non-statutory
3 months Direct debit joining fee Direct debit monthly rate <i>Memberships - Gym and Swim</i> 12 months 3 months Direct debit joining fee	Per membership Per membership Per membership per month Per membership Per membership Per membership Per membership	Taxable Taxable Taxable Taxable Taxable Taxable Taxable	\$ \$ \$ \$ \$	523.50 99.00 87.20 980.91 471.45 99.00	\$ 534.00 \$ 101.00 \$ 88.90 \$ 1,000.50 \$ 480.90 \$ 101.00 \$	\$ \$ \$ \$ \$	10.50 2.00 1.70 19.59 9.45 2.00	2.01% 2.02% 1.95% 2.00% 2.00% 2.02%	Non-statutory Non-statutory Non-statutory Non-statutory Non-statutory Non-statutory

	Den mente antein	Tauahla	A	\$		0.00%	Now statutemy
3 months	Per membership	Taxable	\$ 444.60	453.50 \$	\$ 8.90	2.00%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 77.10	\$ 78.60	\$ 1.50	1.95%	Non-statutory
Memberships - Swim Only							
12 months	Per membership	Taxable	\$ 830.87	\$ 847.50	\$ 16.63	2.00%	Non-statutory
3 months	Per membership	Taxable	\$ 362.04	\$ 369.30	\$ 7.26	2.01%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 69.30	\$ 70.70	\$ 1.40	2.02%	Non-statutory
Memberships - Family Swim							
12 months	Per membership	Taxable	\$ 1,831.41	\$ 1,868.00	\$ 36.59	2.00%	Non-statutory
3 months	Per membership	Taxable	\$ 643.02	\$ 655.90	\$ 12.88	2.00%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 152.67	\$ 155.70	\$ 3.03	1.98%	Non-statutory
Corporate							
10 – 20 people	Per group	Taxable	12.5% discount	12.5% discount	\$-	0.00%	Non-statutory
21 + people	Per group	Taxable	15% discount	15% discount	\$-	0.00%	Non-statutory
User Fees and Charges	1	1	Warrnambool Art Ga	llery		1 1	
User rees and Charges				Dependent			
	Per admission	Taxable	Dependent on exhibition/ event	on exhibition/	\$-	0.00%	Non-statutory
Admission to special exhibition/event	Per hour	Taxable	\$ 45.00	event \$	\$-	0.00%	Non-statutory
Research Inquiry – per hour				45.00 \$			
Curatorial Advice – per hour	Per hour	Taxable	\$ 125.00	125.00	\$-	0.00%	Non-statutory
Education workshop/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$-	0.00%	Non-statutory
Public program event/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$-	0.00%	Non-statutory
Front-of-house and out-of-hours staff	Per hour	Taxable	\$ 45.00	\$ 45.00	\$-	0.00%	Non-statutory
Annual Subscription							

Family	Per subscription	Taxable	\$	70.00	\$ 70.00	\$ -	0.00%	Non-statutory
Family 3 Years	Per subscription	Taxable	\$	200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Individual	Per subscription	Taxable	\$	40.00	\$ 40.00	\$ -	0.00%	Non-statutory
Individual 3 years	Per subscription	Taxable	\$	110.00	\$ 110.00	\$ -	0.00%	Non-statutory
Individual concession	Per subscription	Taxable	\$	25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Individual concession 3 years	Per subscription	Taxable	\$	65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Life	Per subscription	Taxable	\$	1,000.00	\$ 1,000.00	\$ -	0.00%	Non-statutory
Rental								
Rental								
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Per Exhibition	Taxable		Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Commission on art sales	Per sale	Taxable		40%	40%	\$ -	0.00%	Non-statutory
Commission on shop sales	Per sale	Taxable		100%	100%	\$ -	0.00%	Non-statutory
Meetings/functions	Per hour	Taxable	\$	125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Transparency/digital image (for reproduction)	Per item	Taxable		Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Display easels (x2) – per hour each	Per hour / each	Taxable	\$	10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Back loading frames – per hour each	Per hour / each	Taxable	\$	10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Lectern hire	Per hour	Taxable	\$	10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Microphone and overhead PA	Per hour	Taxable	\$	20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Directional lighting (gallery spaces) – per event	Per event	Taxable	\$	90.00	\$ 90.00	\$ -	0.00%	Non-statutory
				Saarta Gravada				
				Sports Grounds				
Sports ground casual hire (includes use of	pavilion)	Taxable			•			
Half day	Per booking	Taxable	\$	111.00	\$ 114.00	\$ 3.00	2.70%	Non-statutory
Full day	Per booking	Taxable	\$	216.00	\$ 228.00	\$ 12.00	5.56%	Non-statutory
Pre-season training session	Per booking	Taxable	\$	111.00	\$ 114.00	\$ 3.00	2.70%	Non-statutory
Unauthorised Use (penalty equivalent to full day)	Per event	Taxable	\$	216.00	\$ 228.00	\$ 12.00	5.56%	Non-statutory
Unauthorised Works on Council Owned or Managed Land	Per event	Taxable	\$	1,500.00	\$ 1,530.00	\$ 30.00	2.00%	Non-statutory
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	Per day	Taxable	\$	814.00	\$ 912.00	\$ 98.00	12.04%	Non-statutory
Football/Netball League Finals (junior competition only) (per day)	Per day	Taxable	\$	406.00	\$ 456.00	\$ 50.00	12.32%	Non-statutory

Commercial hire (p	er day)	Per day	Taxable	\$	1,086.00	\$ 1,107.72	\$ 21.72	2.00%	Non-statutory
	ng of facilities (when left in	Per event	Taxable		At cost	At cost plus 25%	\$ -	0.00%	Non-statutory
	1)	1	1	Warrn	ambool Stadi	ium	I	I	
Player Fees									
Adult		Per player	Taxable	\$	10.80	\$ 11.00	\$ 0.20	1.85%	Non-statutory
Junior		Per player	Taxable	\$	8.80	\$ 9.00	\$ 0.20	2.27%	Non-statutory
School		Per player	Taxable	\$	5.50	\$ 5.70	\$ 0.20	3.64%	Non-statutory
Casual Shot		Per player	Taxable	\$	5.00	\$ 5.00	\$ -	0.00%	Non-statutory
Stadium Hire									
Hourly rate with light	nts: commercial	Per hour	Taxable	\$	350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Hourly rate with light	nts: community/school	Per hour	Taxable	\$	240.00	\$ 250.00	\$ 10.00	4.17%	Non-statutory
School use betwee		Per booking	Taxable	\$	950.00	\$ 950.00	\$ -	0.00%	Non-statutory
lights	user group squads: with	Per hour	Taxable	\$	30.00	\$ 32.00	\$ 2.00	6.67%	Non-statutory
Highball Court - up	to 12 hours	Per booking	Taxable	\$	500.00	\$ 500.00	\$ -	0.00%	Non-statutory
Highball Court - wit	h lights: commercial	Per hour	Taxable	\$	80.00	\$ 80.00	\$ -	0.00%	Non-statutory
	h lights: community/school	Per hour	Taxable	\$	55.00	\$ 60.00	\$ 5.00	9.09%	Non-statutory
Highball Court - Sc 3pm	hool use between 9am -	Per booking	Taxable	\$	350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Show Court - up to	12 hours	Per booking	Taxable	\$	650.00	\$ 650.00	\$ -	0.00%	Non-statutory
Show Court - with I	ights: commercial	Per hour	Taxable	\$	80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Show Court - with I	ights: community/school	Per hour	Taxable	\$	55.00	\$ 60.00	\$ 5.00	9.09%	Non-statutory
Show Court - Scho	ol use between 9am - 3pm	Per booking	Taxable	\$	350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Seahawks/Merma Finals	ids Home Games &								
Both Teams		Per game	Taxable	\$	680.00	\$ 680.00	\$ -	0.00%	Non-statutory
Single Team		Per game	Taxable	\$	420.00	\$ 420.00	\$ -	0.00%	Non-statutory
Multi-Purpose Ro	om								
Up to 12 hours (wit	h other hires)	Per booking	Taxable	\$	200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Up to 12 hours (roc	om only)	Per booking	Taxable	\$	400.00	\$ 400.00	\$ -	0.00%	Non-statutory

Multi-purpose room - Per hour	Per hour	Taxable	\$	60.00	\$ 60.00	\$ -	0.00%	Non-statutory
User groups up to 12 hours	Per booking	Taxable	\$	150.00	\$ 150.00	\$ -	0.00%	Non-statutory
User groups per hour	Per hour	Taxable	\$	20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Meeting room up to 12 hours	Per booking	Taxable	\$	65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Meeting room - Per hour	Per hour	Taxable	\$	20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Facility Hire								
Kitchen facilities	Per booking	Taxable	\$	175.00	\$ 180.00	\$ 5.00	2.86%	Non-statutory
User group sports hire up to 12 hours	Per booking	Taxable	\$	1,200.00	\$ 1,250.00	\$ 50.00	4.17%	Non-statutory
3crt stadium Commercial users up to 12 hours	Per booking	Taxable	\$	1,800.00	\$ 1,800.00	\$ -	0.00%	Non-statutory
2crt NB stadium up to 12 hours	Per booking	Taxable	\$	950.00	\$ 950.00	\$ -	0.00%	Non-statutory
			Warrr	nambool Stadi	ium			
Gymnastics								
1 hour recreational class fee (per hour)	Per hour	Taxable	\$	12.20	\$ 12.50	\$ 0.30	2.46%	Non-statutory
2 hour classes class fee (per hour)	Per hour	Taxable	\$	12.20	\$ 12.50	\$ 0.30	2.46%	Non-statutory
3 hour class fee (per hour)	Per hour	Taxable	\$	10.20	\$ 10.50	\$ 0.30	2.94%	Non-statutory
Above 3 hour class fee (per hour)	Per hour	Taxable	\$	10.20	\$ 10.50	\$ 0.30	2.94%	Non-statutory
School gymnastics with instruction (per student)	Per student	Taxable	\$	7.50	\$ 7.80	\$ 0.30	4.00%	Non-statutory
Small school group class fee (1hr)	Per booking	Taxable	\$	90.00	\$ 100.00	\$ 10.00	11.11%	Non-statutory
Adult Group (per person)	Per person	Taxable	\$	13.00	\$ 13.00	\$ -	0.00%	Non-statutory
Gymnastics facility hire (per hr) for external gymnastics groups	Per hour	Taxable	\$	100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Ed gym 1 hr class	Per booking	Taxable	\$	11.00	\$ 11.00	\$ -	0.00%	Non-statutory
School Holiday Program 2 hr class	Per class	Taxable	\$	22.00	\$ 24.00	\$ 2.00	9.09%	Non-statutory
Birthday Party Program per child	Per child	Taxable	\$	13.50	\$ 13.50	\$ -	0.00%	Non-statutory
Outside School Hours Care								
Vacation care daily rate	Per day	Non-Taxable	\$	81.00	\$ 83.00	\$ 2.00	2.47%	Non-statutory
After school care casual rate per session	Per session	Non-Taxable	\$	30.00	\$ 30.00	\$ -	0.00%	Non-statutory
After school care permanent rate per session	Per session	Non-Taxable	\$	25.50	\$ 26.00	\$ 0.50	1.96%	Non-statutory

			Ki	ndergartens					
Fees Per Term - 4 year old (15 hour per week)				-					
Term 3 & 4	Per term	Non-Taxable	\$	332.00	\$ 340.00	\$	8.00	2.41%	Non-stat
Term 1 & 2	Per term	Non-Taxable	\$	340.00	TBC		N/A	0.00%	Non-state
Fees Per Term- 3 year old (3 hours per week)									
Term 3 & 4	Per term	Non-Taxable	\$	222.00	\$ 228.00	\$	6.00	2.70%	Non-state
Term 1 & 2	Per term	Non-Taxable	\$	228.00	TBC		N/A	0.00%	Non-stat
	1		Cent	re Based Car	re			1	
User Fees & Charges									
Daily fee - Jul to Dec	Per day	Non-Taxable	\$	107.00	\$ 109.00	\$	2.00	1.87%	Non-state
Daily fee - Jan to June	Per day	Non-Taxable	\$	107.00	\$ 109.00	\$	2.00	1.87%	Non-stat
			Fan	nily Day Care				l	
User Fees & Charges									
8am to 6pm – per hour									
After hours – per hour					Fees &	F	ees &	Fees &	
Public holidays – per hour	Essa 0 sharras ast		Fees	& charges	charges set	cha	rges set	charges	
Breakfast	Fees & charges set by Educators under	Non-Taxable	set b	y Educators	by Educators	Ec	by lucators	set by Educators	Non-sta
Lunch	National guidelines			er National uidelines	under		under	under	
Dinner					National guidelines		ational idelines	National guidelines	
Snacks					g	3-		J	
Trips					¢				
Parent Admin Levy - per child per week, capped at 2 children	Per child per week	Non-Taxable		9.4	\$ 10.00	\$	0.60	6.38%	Non-sta
Educator Levy - per hour	Per hour	Non-Taxable		0.85	\$ 1.00	\$	0.15	17.65%	Non-stat
	1	<u>н</u>	ome an	d Community	/ Care	1		1	1
Home Maintenance					\$				
Lawn mowing and tip fees: low	Per hour	Non-Taxable	\$	20.00	20.00	\$	-	0.00%	Non-sta
Lawn mowing and tip fees: medium & couples	Per hour	Non-Taxable	\$	38.00	\$ 38.00	\$	-	0.00%	Non-stat
Lawn mowing and tip fees: Private	Per hour	Taxable	\$	55.00	\$ 74.53	\$	19.53	35.51%	Non-sta
Property modification (plus cost of materials): low	Per hour	Non-Taxable	\$	20.00	\$ 20.00	\$	-	0.00%	Non-sta
Property modification (plus cost of materials): medium	Per hour	Non-Taxable	\$	38.00	\$ 38.00	\$	-	0.00%	Non-sta
Property modification (plus cost of materials): Private	Per hour	Taxable	\$	55.00	\$ 74.80	\$	19.80	36.00%	Non-sta

Note: Minimum 1 hour applies to home maintenance							
Home Care							
Home care – Iow	Per hour	Non-Taxable	\$ 9.00	\$ 9.00	\$ -	0.00%	Non-statutory
Home care – medium	Per hour	Non-Taxable	\$ 16.00	\$ 16.00	\$ -	0.00%	Non-statutory
Home care – high	Per hour	Non-Taxable	\$ 38.00	\$ 38.00	\$ -	0.00%	Non-statutory
Personal care – low	Per hour	Non-Taxable	\$ 7.80	\$ 7.80	\$ -	0.00%	Non-statutory
Personal care – medium	Per hour	Non-Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Respite care	Per hour	Non-Taxable	\$ 5.00	\$ 5.00	\$ -	0.00%	Non-statutory
CACPS	Per hour	Taxable	\$ 55.00	\$ 62.70	\$ 7.70	14.00%	Non-statutory
Post Acute Care	Per hour	Taxable	\$ 55.00	\$ 62.70	\$ 7.70	14.00%	Non-statutory
Plus travel costs per km - Private Clients / Fees for Service	Per km	Taxable	\$ 1.25	\$ 1.43	\$ 0.18	14.40%	Non-statutory

Note:

Note: - Minimum 1 hour applies to Home Care and Respite Care services - Minimum ½ hour applies to Personal Care services - Minimum 1 hour will apply to all services provided outside of regular hours, Monday to Friday 6 am to 6pm - Time and ½ is charged to CACPS and PAC after 6pm for the first 2 hours and then double time after that, Saturday incurs time and ½ for the first 2 hours and then double time before midday - After midday until Monday morning 6am charges are double time - All CHSP & HACC PYP Programs are GST free

	1	1	1			1		I	1		
Planned Activity Group											
Daily session fee – low & medium	Per session	Non-Taxable	\$	8.00	\$ 8.00	\$	-	0.00%	Non-statutory		
Daily session fee – high & full cost participants (GST free)	Per session	Non-Taxable	\$	35.00	\$ 40.00	\$	5.00	14.29%	Non-statutory		
Meal	Per meal	Non-Taxable	\$	9.00	\$ 9.10	\$	0.10	1.11%	Non-statutory		
Soup	Per soup	Non-Taxable	\$	1.70	\$ 1.75	\$	0.05	2.94%	Non-statutory		
Sweet	Per sweet	Non-Taxable	\$	1.70	\$ 1.75	\$	0.05	2.94%	Non-statutory		
Food Services											
Full cost meals (GST free)	Per meal	Non-Taxable	\$	17.90	\$ 18.25	\$	0.35	1.96%	Non-statutory		
Option 1 Main meal, juice OR fruit	Per option	Non-Taxable	\$	9.10	\$ 9.25	\$	0.15	1.65%	Non-statutory		
Option 2 Soup, main, dessert, juice OR fruit	Per option	Non-Taxable	\$	11.90	\$ 12.10	\$	0.20	1.68%	Non-statutory		
	Archie Graham Community Centre										

User Fees & Charges						1			
Hydro pools casual admission	Per admission	Non-Taxable	\$	9.00	\$ 9.00	\$	-	0.00%	Non-statutory
Commercial pool use	Per use	Non-Taxable	\$	95.00	\$ 95.00	\$	-	0.00%	Non-statutory
Community pool use	Per use	Non-Taxable	\$	65.00	\$ 65.00	\$	-	0.00%	Non-statutory
Commercial rate per hour per room	Per hour per room	Non-Taxable	\$	60.00	\$ 65.00	\$	5.00	8.33%	Non-statutory
Regular Commercial Room Hire (with more than 10 bookings per year) per hour per room	Per hour per room	Non-Taxable		N/A	\$ 55.00		New	0.00%	Non-statutory
Casual community rate per hour per room	Per hour per room	Non-Taxable	\$	35.00	\$ 35.00	\$	-	0.00%	Non-statutory
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	Per person	Non-Taxable	\$	20.00	\$ 20.00	\$	-	0.00%	Non-statutory
Community Computer Centre per 1 hour session	Per session	Non-Taxable	\$	5.00	\$ 6.00	\$	1.00	20.00%	Non-statutory
Health promotion programs: strength training	Per class	Non-Taxable	\$	6.00	\$ 6.00	\$	-	0.00%	Non-statutory
Lite Moves	Per class	Non-Taxable	\$	6.00	\$ 6.00	\$	-	0.00%	Non-statutory
Lite Pulse	Per class	Non-Taxable	\$	6.00	\$ 6.00	\$	-	0.00%	Non-statutory
Moove & Groove	Per class	Non-Taxable	\$	6.00	\$ 6.00	\$	-	0.00%	Non-statutory
Bike Hire Group Program	Per class	Non-Taxable	\$	4.00	\$ 5.00	\$	1.00	25.00%	Non-statutory
				Health			I		
Food					\$				
Class 1	Per application	Non-Taxable	\$	470.00	480.00	\$	10.00	2.13%	Non-statutory
Class 2 General - where not more than 5 full- time persons are employed	Per application	Non-Taxable	\$	426.00	\$ 435.00	\$	9.00	2.11%	Non-statutory
Class 2 - where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500) (eg: supermarkets)	Per application	Non-Taxable	\$	31.00	\$ 32.00	\$	1.00	3.23%	Non-statutory
Class 2 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable		No fee	No fee	\$	-	0.00%	Non-statutory
Class 2 - Canteens/sporting club kitchens	Per application	Non-Taxable	\$	146.00	\$ 149.00	\$	3.00	2.05%	Non-statutory
Class 3 General	Per application	Non-Taxable	\$	165.00	\$ 168.00	\$	3.00	1.82%	Non-statutory
Class 3 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable		No fee	No fee	\$	-	0.00%	Non-statutory
Class 4	Per application	Non-Taxable		No fee	No fee	\$	-	0.00%	Non-statutory

Health							
Hairdressers, beauty salons (one off fee)	Per application	Non-Taxable	\$ 210.00	\$ 215.00	\$ 5.00	2.38%	Non-statutory
Beauty premises & skin penetration establishments	Per application	Non-Taxable	\$ 150.00	\$ 153.00	\$ 3.00	2.00%	Non-statutory
New Registration Fees							
New premises pre-application fee and/or pre- registration inspection fee	Per registration	Non-Taxable	\$ 200.00	\$ 205.00	\$ 5.00	2.50%	Non-statutory
			Health			I	
Transfer fees							
Inspection request fee prior to transfer – 5 business days	Per application	Non-Taxable	\$ 210.00	\$ 215.00	\$ 5.00	2.38%	Non-statutory
Inspection request fee prior to transfer – 10 business days	Per application	Non-Taxable	\$ 150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
Transfer fee	Per application	Non-Taxable	50% of annual fee	50% of annual fee	\$-	0.00%	Non-statutory
Accommodation							
Accommodation premises	Per application		\$ 235.00	\$ 240.00	\$ 5.00	2.13%	Non-statutory
Other fees							
Re-inspection fee and request for inspection fee	Per application		\$ 82.00	\$ 84.00	\$ 2.00	2.44%	Non-statutory
Late payment fee	Per application		50% of annual fee	50% of annual fee	\$-	0.00%	Non-statutory
Septic tanks							
Septic tank applications	Per application		\$ 560.00	\$ 570.00	\$ 10.00	1.79%	Non-statutory
Septic tank alterations (changes to disposal field only)	Per application		\$ 280.00	\$ 285.00	\$ 5.00	1.79%	Non-statutory
Caravan Parks							
Caravan Parks (per site)	Per application		Set by State Government	Set by State Government	\$-	0.00%	Statutory
Pool sampling							
Optional fee for microbiological testing of potable water, swimming pools and spas	Per application		\$ 125.00	\$ 127.50	\$ 2.50	2.00%	Non-statutory
Notes:							
- Pro-rata fees apply for new registrations (quar	rterly)					-	
			Immunisation				

	User Fees & Charges	1					1			
	Application for immunisation records (search	Per application	Non-Taxable	\$	20.00	\$	\$	-	0.00%	Non-statutory
	fee) Influenza vaccine & administration (flu	Per injection	Taxable	\$	25.00	20.00 \$	\$	-	0.00%	Non-statutory
	injection)					25.00				····· ·····,
		1			Local Laws					
	User Fees & Charges					¢				
	Derelict vehicle release	Per vehicle	Non-Taxable	\$	400.00	\$ 410.00	\$	10.00	2.50%	Non-statutory
	Tables and chairs	Per table	Non-Taxable	\$	185.00	\$ 185.00	\$	-	0.00%	Non-statutory
	Goods on footpath	Per item	Non-Taxable	\$	210.00	\$ 215.00	\$	5.00	2.38%	Non-statutory
	A/Frames permit	Per frame	Non-Taxable	\$	150.00	\$ 150.00	\$	-	0.00%	Non-statutory
	Itinerant trading annual permit	Per application	Non-Taxable	\$	600.00	\$ 600.00	\$	-	0.00%	Non-statutory
	Itinerant trading 6 monthly permit	Per application	Non-Taxable	\$	350.00	\$ 350.00	\$	-	0.00%	Non-statutory
	Itinerant trading weekend permit	Per application	Non-Taxable	\$	125.00	\$ 125.00	\$	-	0.00%	Non-statutory
	Itinerant trading organiser permit (markets and festivals)	Per application	Non-Taxable	\$	1,500.00	\$ 1,500.00	\$	-	0.00%	Non-statutory
	Impounded trolley release fee	Per trolley	Non-Taxable	\$	110.00	\$ 115.00	\$	5.00	4.55%	Non-statutory
	Permit to burn	Per permit	Non-Taxable	\$	100.00	\$ 115.00	\$	15.00	15.00%	Non-statutory
	Horses on beach trainer permit	Per permit	Non-Taxable	\$	250.00	\$ 255.00	\$	5.00	2.00%	Non-statutory
	Horses on beach daily access fee	Per horse	Non-Taxable	\$	3.50	\$ 3.50	\$	-	0.00%	Non-statutory
	Horses on beach swim access fee	Per horse	Non-Taxable	\$	2.00	\$ 2.00	\$	-	0.00%	Non-statutory
	Hire of cat cage	Per cage	Non-Taxable	\$	30.00	\$ 30.00	\$	-	0.00%	Non-statutory
	Hire Citronella Collar per week	Per item	Non-Taxable	\$	20.00	\$ 25.00	\$	5.00	25.00%	Non-statutory
	Hire Bark inhibiter per week	Per item	Non-Taxable	\$	20.00	\$ 25.00	\$	5.00	25.00%	Non-statutory
	Hire Bark counter per week	Per item	Non-Taxable	\$	20.00	\$ 25.00	\$	5.00	25.00%	Non-statutory
	Block slashing prior to declared fire season	Per job	Non-Taxable	\$	150.00	\$ 155.00	\$	5.00	3.33%	Non-statutory
	Skip bin permit	Per permit	Non-Taxable	\$	15.00	\$ 20.00	\$	5.00	33.33%	Non-statutory
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	On Street and Off Street (new bound)	I		Parkir	ng Fees and F	ines				
	On-Street and Off Street (per hour)		Toyohla	۰	1 40	\$			0.000/	Non statutor -
	All parking zones 1P 2P 4P	Per hour	Taxable	\$	1.40	1.40 \$	\$	-	0.00%	Non-statutory
	All Day	Per day	Taxable	\$	3.00	3.00	\$	-	0.00%	Non-statutory

Disabled Parking		Taxable	\$	-	\$	\$	-	0.00%	Non-statutory
Reserved bay permit in CBD per day	Per day	Taxable	\$	15.00	\$ 15.00	\$	-	0.00%	Non-statutory
Credit Surcharge on Smart Meters		Taxable	\$	0.24	\$	\$		0.00%	Non-statutory
Credit Surcharge on Smart Meters		Taxable	φ	0.24	0.24	φ	-	0.00%	Non-statutory
Parking Permits - Disabled and Returned Service					•				
Replacement	Per permit	Non-Taxable	\$	-	\$	\$	-	0.00%	Non-statutory
New	Per permit	Non-Taxable	\$	-	\$ -	\$	-	0.00%	Non-statutory
Resident Parking permit	Per permit per annum	Non-Taxable	\$	15.00	\$ 15.00	\$	-	0.00%	Non-statutory
Car parking Fines									
Car parking fines set by Council	Per fine	Non-Taxable	\$	80.00	\$ 80.00	\$	-	0.00%	Non-statutory
	1	1	Anima	al Registratio	ons				
User Fees & Charges					\$				
Unsterilised dog	Per dog	Non-Taxable	\$	210.00	216.00	\$	6.00	2.86%	Non-statutory
Sterilised dog	Per dog	Non-Taxable	\$	70.00	\$ 72.00	\$	2.00	2.86%	Non-statutory
Unsterilised dog (pensioner)	Per dog	Non-Taxable	\$	105.00	\$ 108.00	\$	3.00	2.86%	Non-statutory
Sterilised dog (pensioner)	Per dog	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory
Dog over 10 years old	Per dog	Non-Taxable	\$	70.00	\$ 72.00	\$	2.00	2.86%	Non-statutory
Dog over 10 years old (pensioner)	Per dog	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory
Dog kept for working with Livestock (rural)	Per dog	Non-Taxable	\$	70.00	\$ 72.00	\$	2.00	2.86%	Non-statutory
Dog kept for working with Livestock (rural) (pensioner)	Per dog	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory
Dog registration at pound release	Per dog	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory
Declared Dangerous or Restricted Breed	Per dog	Non-Taxable	\$	300.00	\$ 320.00	\$	20.00	6.67%	Non-statutory
Unsterilised cat	Per cat	Non-Taxable	\$	210.00	\$ 216.00	\$	6.00	2.86%	Non-statutory
Sterilised cat	Per cat	Non-Taxable	\$	70.00	\$ 72.00	\$	2.00	2.86%	Non-statutory
Cat registration at pound release	Per cat	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory
Unsterilised cat (pensioner)	Per cat	Non-Taxable	\$	105.00	\$ 108.00	\$	3.00	2.86%	Non-statutory
Sterilised cat (pensioner)	Per cat	Non-Taxable	\$	35.00	\$ 36.00	\$	1.00	2.86%	Non-statutory

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Permit to house a third dog / cat	Per cat	Non-Taxable	\$	100.00	100.00	\$	-	0.00%	Non-statutory			
Replacement registration tag	Per tag	Non-Taxable	\$	20.00	\$ 20.00	\$	-	0.00%	Non-statutory			
Registered Foster Carer	Per registration	Non-Taxable	\$	-	\$ 20.00		New	0.00%	Non-statutory			
Foster Care Dog / Cat Fee	Per animal	Non-Taxable	\$	-	\$ 8.00		New	0.00%	Non-statutory			
Grazing permit	Per permit	Non-Taxable	\$	190.00	\$ 195.00	\$	5.00	2.63%	Non-statutory			
Registered animal businesses	Per businesses	Non-Taxable	\$	200.00	\$ 205.00	\$	5.00	2.50%	Non-statutory			
Impounded animal release fee: Cat	Per Cat	Non-Taxable	\$	155.00	\$ 158.00	\$	3.00	1.94%	Non-statutory			
Impounded animal release fee: Dog	Per Dog	Non-Taxable	\$	155.00	\$ 158.00	\$	3.00	1.94%	Non-statutory			
Notes:												
- Animal registration fees apply from 1 April 20	20											
- Pro-rata fees – 50% of pet registration fees apply after 1 November												
- Deceased animals – 50% refund of fees available/claimed up to 1 November of current registration period												
	1	Warr	nambo	ol Livestock I	Exchange							
User Fees & Charges												
Bobby Calves	Per animal	Taxable	\$	4.30	\$ 4.30	\$	-	0.00%	Non-statutory			
Calves	Per animal	Taxable	\$	9.00	\$ 9.20	\$	0.20	2.22%	Non-statutory			
Bulls	Per animal	Taxable	\$	20.00	\$ 20.40	\$	0.40	2.00%	Non-statutory			
Cattle	Per animal	Taxable	\$	13.80	\$ 14.10	\$	0.30	2.17%	Non-statutory			
Sheep	Per animal	Taxable	\$	0.75	\$ 1.00	\$	0.25	33.33%	Non-statutory			
Store - cattle	Per animal	Taxable	\$	12.50	\$ 12.80	\$	0.30	2.40%	Non-statutory			
Dairy - cattle	Per animal	Taxable	\$	15.00	\$ 15.30	\$	0.30	2.00%	Non-statutory			
Transit cattle	Per animal	Taxable		N/A	\$ 4.40		New	0.00%	Non-statutory			
	1	Warr	nambo	ol Livestock I	Exchange				1			
User Fees & Charges												

Hire of dairy ring	per head:
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Hire of dairy ring per head:							
<100 head	Per head	Taxable	\$ 13.00	\$ 15.30	\$ 2.30	17.69%	Non-statutory
>100 head	Per group	Taxable	\$ 1,300.00	\$ 1,400.00	\$ 100.00	7.69%	Non-statutory
>200 head	Per group	Taxable	\$ 1,700.00	\$ 1,800.00	\$ 100.00	5.88%	Non-statutory
>300 head	Per group	Taxable	\$ 2,100.00	\$ 2,200.00	\$ 100.00	4.76%	Non-statutory

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>400 head	Per group	Taxable	\$ 2,500.00	\$ 2,600.00	\$ 100.00	4.00%	Non-statutory
>500 head	Per group	Taxable	\$ 3,000.00	\$ 3,100.00	\$ 100.00	3.33%	Non-statutory
Agents fees	Per annum	Taxable	\$ 110,000.00	\$ 114,000.00	\$ 4,000.00	3.64%	Non-statutory
Office rental (per office)	Per office	Taxable	\$ 2,780.00	\$ 2,780.00	\$-	0.00%	Non-statutory
Truck Wash							
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	Per minute	Taxable	\$ 1.10	\$ 1.13	\$ 0.03	2.73%	Non-statutory
Truck wash fees (per minute) all other times	Per minute	Taxable	\$ 1.55	\$ 1.59	\$ 0.04	2.58%	Non-statutory
Weigh Fees:							
- 1 Head	Per head	Taxable	\$ 2.90	\$ 2.95	\$ 0.05	1.72%	Non-statutory
- 2 Head	Per head	Taxable	\$ 2.40	\$ 2.45	\$ 0.05	2.08%	Non-statutory
- 3 Head	Per head	Taxable	\$ 2.10	\$ 2.15	\$ 0.05	2.38%	Non-statutory
- 4 Head	Per head	Taxable	\$ 1.80	\$ 1.85	\$ 0.05	2.78%	Non-statutory
- 5 Head	Per head	Taxable	\$ 1.40	\$ 1.45	\$ 0.05	3.57%	Non-statutory
- 6 Head or more	Per head	Taxable	\$ 1.10	\$ 1.15	\$ 0.05	4.55%	Non-statutory
Scanner fee hire per day	Per head	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.17%	Non-statutory
Scanner transfer fee per head	Per head	Taxable	\$ 2.50	\$ 2.55	\$ 0.05	2.00%	Non-statutory
Cattle not sold at store sale: scanning fee per head	Per head	Taxable	\$ 3.00	\$ 3.10	\$ 0.10	3.33%	Non-statutory
Private weighs	Per head	Taxable	\$ 6.80	\$ 7.00	\$ 0.20	2.94%	Non-statutory
		Fi	agstaff Hill Maritime	Village			
Admission Fees					I I		
	Per admission	Taxable	\$ 19.00	\$	\$ -	0.00%	Non-statutory
Adults	Per admission	Taxable	\$ 15.00	19.00 \$	\$-	0.00%	Non-statutory
Concession	Per admission	Taxable	\$ 9.00	15.00 \$	\$ -	0.00%	Non-statutory
Child				9.00 \$			
Family	Per admission	Taxable	\$ 49.50	49.50 \$	\$-	0.00%	Non-statutory
Member School Education visits	Per admission	Taxable	\$ 4.50	4.50 \$	\$-	0.00%	Non-statutory
Additional Education Sessions	Per admission	Taxable	\$ 4.00	4 .00	\$-	0.00%	Non-statutory
Sound & Light Show Admissions							

Adults		Per admission	Taxable	\$	31.00	\$ 31.00	\$	-	0.00%	Non-statutory
Concessi	on	Per admission	Taxable	\$	28.00	\$ 28.00	\$	-	0.00%	Non-statutory
Child		Per admission	Taxable	\$	16.95	\$ 16.95	\$	-	0.00%	Non-statutory
Family (2	A + 2C)	Per admission	Taxable	\$	79.00	\$ 79.00	\$	-	0.00%	Non-statutory
Additiona	l Child	Per admission	Taxable	\$	12.00	\$ 12.00	\$	-	0.00%	Non-statutory
			Fla	igstaff	Hill Maritime	Village				
Flagstafi	f Hill Memberships					\$				
Individua	I	Per membership	Taxable	\$	42.00	42.00	\$	-	0.00%	Non-statutory
Grandpa	rents (2A + Children)	Per membership	Taxable	\$	65.00	\$ 65.00	\$	-	0.00%	Non-statutory
Family (2	A + Children)	Per membership	Taxable	\$	85.00	\$ 85.00	\$	-	0.00%	Non-statutory
Full Fami	ly (2G + 2A + Children)	Per membership	Taxable	\$	110.00	\$ 110.00	\$	-	0.00%	Non-statutory
Family H	oliday Membership (2 Weeks)	Per membership	Taxable	\$	50.00	\$ 50.00	\$	-	0.00%	Non-statutory
School I	lemberships									
Enrolmer	t of 0-50 students	Per membership	Taxable	\$	60.00	\$ 60.00	\$	-	0.00%	Non-statutory
Enrolmer	t of 51-100 students	Per membership	Taxable	\$	75.00	\$ 75.00	\$	-	0.00%	Non-statutory
Enrolmer	t of 101-250 students	Per membership	Taxable	\$	95.00	\$ 95.00	\$	-	0.00%	Non-statutory
Enrolmer	t of 251-500 students	Per membership	Taxable	\$	130.00	\$ 130.00	\$	-	0.00%	Non-statutory
Enrolmer	t of 500 students or more	Per membership	Taxable	\$	155.00	\$ 155.00	\$	-	0.00%	Non-statutory
Lighthou	ise Lodge									
-	ite – Normal	Per night	Taxable	\$	165.00	\$	\$	(10.00)	-6.06%	Non-statutory
	ite – Peak	Per night	Taxable	\$	190.00	155.00 \$	\$	(15.00)	-7.89%	Non-statutory
	Use Rate – Normal	Per night	Taxable	\$	390.00	175.00 \$	\$	(15.00)	-3.85%	Non-statutory
	Use Rate - Peak	Per night	Taxable	\$	440.00	375.00 \$	\$	10.00	2.27%	Non-statutory
				Ψ	-+0.00	450.00	Ψ	10.00	2.2170	Non-statutory
Wedding	s and Functions									
Flagstaff	 Ceremony Only 	Per ceremony	Taxable	\$	750.00	\$ 750.00	\$	-	0.00%	Non-statutory
Flagstaff	– Marquee	Per marquee	Taxable	\$	2,500.00	\$ 2,500.00	\$	-	0.00%	Non-statutory
Mission t	o Seaman's Church	Per event	Taxable	\$	500.00	\$ 500.00	\$	-	0.00%	Non-statutory

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The Wharf in front of the Steam Packet Inn	Per event	Taxable	\$	550.00	550.00	\$	-	0.00%	Non-statutory
The Village Green	Per event	Taxable	\$	550.00	\$ 550.00	\$	-	0.00%	Non-statutory
The Sailmaker's Loft	Per event	Taxable	\$	800.00	\$ 800.00	\$	-	0.00%	Non-statutory
Wharf Theatre	Per event	Taxable	\$	950.00	\$ 950.00	\$	-	0.00%	Non-statutory
Hire of the Steam Packet Inn (Hourly Rate)	Per hour	Taxable	\$	150.00	\$ 150.00	\$	-	0.00%	Non-statutory
Wedding Photo's in the Village (Hourly Rate)	Per hour	Taxable	\$	150.00	\$ 150.00	\$	-	0.00%	Non-statutory
			Vis	itor Services					
User Fees & Charges									
Displays in Visitor Centre	Per week	Taxable	\$	100.00	\$ 100.00	\$	-	0.00%	Non-statutory
	Fee for service	Taxable	relate Oce Touris	for service es to Great ean Road m Marketing ospectus	Fee for service relates to Great Ocean Road Tourism Marketing	\$	-	0.00%	Non-statutory
Display of brochures and access to visitor					Prospectus \$				
City Highlights 1 Hour Tour	Per tour	Taxable	\$	85.00	95.00	\$	10.00	11.76%	Non-statutory
Note: Flagstaff Hill Maritime Village and Visitor	 r Services fees will apply fi	 rom 1 April 2020 ir		ance with Tou I iday Parks	rism Industry Sta	l andaro	ds		
Surfside & Shipwreck Holiday Parks									
Sites Powered : Peak Season - Daily powered	Per site	Taxable	\$	60.00	\$ 63.00	\$	3.00	5.00%	Non-statutory
Sites Powered : Peak Season - Night two person	Per site	Taxable	\$	60.00	\$ 63.00	\$	3.00	5.00%	Non-statutory
Sites Powered : Peak Season - Night single	Per site	Taxable	\$	50.00	\$ 54.00	\$	4.00	8.00%	Non-statutory
Sites Powered: High Season - Daily powered	Per site	Taxable	\$	50.00	\$ 53.00	\$	3.00	6.00%	Non-statutory
Sites Powered: High Season - Night two person	Per site	Taxable	\$	40.00	\$ 43.00	\$	3.00	7.50%	Non-statutory
Sites Powered: High Season - Night single	Per site	Taxable	\$	32.00	\$ 35.00	\$	3.00	9.38%	Non-statutory
Sites Powered: Low Season - Daily powered	Per site	Taxable	\$	45.00	\$ 48.00	\$	3.00	6.67%	Non-statutory
Sites Powered: Low Season - Night two person	Per site	Taxable	\$	35.00	\$ 38.00	\$	3.00	8.57%	Non-statutory
Sites Powered: Low Season - Night single	Per site	Taxable	\$	30.00	\$ 33.00	\$	3.00	10.00%	Non-statutory
Surfside & Shipwreck Holiday Parks									

Sites Unpowered : Peak Season - Daily family unpowered	Per site	Taxable	\$ 50.00	\$ 53.00	\$ 3.00	6.00%	Non-statutory
Sites Unpowered : Peak Season - Night two person	Per site	Taxable	\$ 50.00	\$ 53.00	\$ 3.00	6.00%	Non-statutory
Sites Unpowered : Peak Season - Night single	Per site	Taxable	\$ 40.00	\$ 44.00	\$ 4.00	10.00%	Non-statutory
Sites Unpowered: High Season - Daily family	Per site	Taxable	\$ 40.00	\$ 43.00	\$ 3.00	7.50%	Non-statutory
Sites Unpowered: High Season - Night two person	Per site	Taxable	\$ 34.00	\$ 37.00	\$ 3.00	8.82%	Non-statutory
Sites Unpowered: High Season - Night single	Per site	Taxable	\$ 29.00	\$ 29.00	\$ -	0.00%	Non-statutory
Sites Unpowered: Low Season - Night family	Per site	Taxable	\$ 35.00	\$ 38.00	\$ 3.00	8.57%	Non-statutory
Sites Unpowered: Low Season - Night two person	Per site	Taxable	\$ 31.00	\$ 34.00	\$ 3.00	9.68%	Non-statutory
Sites Unpowered: Low Season - Night single	Per site	Taxable	\$ 25.00	\$ 28.00	\$ 3.00	12.00%	Non-statutory
Surfside Cabins							
Beach Chalet: Peak Season - Daily	Per chalet	Taxable	\$ 250.00	\$ 265.00	\$ 15.00	6.00%	Non-statutory
Beach Chalet: Peak Season - Weekly	Per chalet	Taxable	\$ 1,750.00	\$ 1,855.00	\$ 105.00	6.00%	Non-statutory
Beach Chalet: High Season - Daily	Per chalet	Taxable	\$ 200.00	\$ 215.00	\$ 15.00	7.50%	Non-statutory
Beach Chalet: High Season - Weekly	Per chalet	Taxable	\$ 1,400.00	\$ 1,505.00	\$ 105.00	7.50%	Non-statutory
Beach Chalet: Low Season - Daily	Per chalet	Taxable	\$ 175.00	\$ 190.00	\$ 15.00	8.57%	Non-statutory
Beach Chalet: Low Season - Weekly	Per chalet	Taxable	\$ 1,225.00	\$ 1,330.00	\$ 105.00	8.57%	Non-statutory
Cedar Cabins: Peak Season - Daily	Per cabin	Taxable	\$ 185.00	\$ 195.00	\$ 10.00	5.41%	Non-statutory
Cedar Cabins: Peak Season - Weekly	Per cabin	Taxable	\$ 1,295.00	\$ 1,365.00	\$ 70.00	5.41%	Non-statutory
Cedar Cabins: High Season - Daily	Per cabin	Taxable	\$ 150.00	\$ 160.00	\$ 10.00	6.67%	Non-statutory
Cedar Cabins: High Season - Weekly	Per cabin	Taxable	\$ 1,050.00	\$ 1,120.00	\$ 70.00	6.67%	Non-statutory
Cedar Cabins: Low Season - Daily	Per cabin	Taxable	\$ 130.00	\$ 140.00	\$ 10.00	7.69%	Non-statutory
Cedar Cabins: Low Season - Weekly	Per cabin	Taxable	\$ 910.00	\$ 980.00	\$ 70.00	7.69%	Non-statutory
Mariner cottages: Peak Season - Daily	Per cottage	Taxable	\$ 175.00	\$ 180.00	\$ 5.00	2.86%	Non-statutory
Mariner cottages: Peak Season - Weekly	Per cottage	Taxable	\$ 1,225.00	\$ 1,260.00	\$ 35.00	2.86%	Non-statutory
Mariner cottages: High Season - Daily	Per cottage	Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.57%	Non-statutory
Mariner cottages: High Season - Weekly	Per cottage	Taxable	\$ 980.00	\$ 1,015.00	\$ 35.00	3.57%	Non-statutory
Mariner cottages: Low Season - Daily	Per cottage	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.17%	Non-statutory

Mariner cottages: Low Season - Weekly	Per cottage	Taxable	\$	840.00	\$ 875.00	\$ 35.00	4.17%	Non-statutory
5	1		Wast	e Manageme	nt	'		
Waste Charges								
FOGO Compostable Liners (roll of 150)	Per roll	Taxable	\$	10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Bin springs	Per springs	Taxable	\$	10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Bin latches	Per latch	Taxable	\$	-	\$ 5.00	New	0.00%	Non-statutory
	I	1	Statuto	ry Planning F	ees			I

All fees are set by the State Government of Victoria in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and are subject to change. Statutory planning fees are GST Free unless specified.

		No	on-stat	utory Plannin	g Fees			
Planning								
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	Per permit	Non-Taxable	\$	205.30	\$ 209.40	\$ 4.10	2.00%	Non-statutory
Extension of time for Planning Permits:					<u>_</u>			
- First extension	Per application	Non-Taxable	\$	106.10	\$ 108.20	\$ 2.10	1.98%	Non-statutory
- Second extension	Per application	Non-Taxable	\$	294.30	\$ 300.20	\$ 5.90	2.00%	Non-statutory
- Additional extensions	Per application	Non-Taxable	\$	399.10	\$ 407.10	\$ 8.00	2.00%	Non-statutory
Approval of Development Plans to the satisfaction of the Responsible Authority Approval of amendments to Development	Per application	Non-Taxable	\$	693.30	\$ 707.15	\$ 13.85	2.00%	Non-statutory
Plans to the satisfaction of the Responsible Authority	Per application	Non-Taxable	\$	693.30	\$ 707.15	\$ 13.85	2.00%	Non-statutory
Approval of 173 Agreements - plus cost of legal advice if required Review of compliance of Section 173	Per application	Non-Taxable	\$	171.00	\$ 174.40	\$ 3.40	1.99%	Non-statutory
Agreements - (plus cost of legal advice if required)	Per application	Non-Taxable	\$	171.00	\$ 174.40	\$ 3.40	1.99%	Non-statutory
Liquor License requests	Per License	Non-Taxable	\$	159.60	\$ 162.80	\$ 3.20	2.01%	Non-statutory
Notification of Planning Applications or Planning Scheme Amendments:								
- Up to 10 letters/notices	Per letter/notice up to 10	Non-Taxable	\$	114.00	\$ 116.30	\$ 2.30	2.02%	Non-statutory
- Additional letters/notices	Per letter/notice	Non-Taxable	\$	5.50	\$ 5.60	\$ 0.10	1.82%	Non-statutory
Property Inquiry relating to planning history	Per inquiry	Non-Taxable	\$	79.90	\$ 81.50	\$ 1.60	2.00%	Non-statutory
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Mapping Products	(Commercial Use)

Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF. When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution. 1

Size								
A0	Per print	Non-Taxable	\$	146.30	\$ 149.20	\$ 2.90	1.98%	Non-statutory
A1	Per print	Non-Taxable	\$	116.00	\$ 118.30	\$ 2.30	1.98%	Non-statutory
A2	Per print	Non-Taxable	\$	86.70	\$ 88.45	\$ 1.75	2.02%	Non-statutory
A3	Per print	Non-Taxable	\$	59.60	\$ 60.80	\$ 1.20	2.01%	Non-statutory
A4	Per print	Non-Taxable	\$	57.40	\$ 58.55	\$ 1.15	2.00%	Non-statutory
			·					

Mapping Products (Commercial Use)

Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer and can be provided as hardcopy or PDF. Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees. _____

Size							
A0	Per print	Non-Taxable	\$ 228.10	\$ 232.65	\$ 4.55	1.99%	Non-statutory
A1	Per print	Non-Taxable	\$ 176.70	\$ 180.25	\$ 3.55	2.01%	Non-statutory
A2	Per print	Non-Taxable	\$ 133.30	\$ 135.95	\$ 2.65	1.99%	Non-statutory
A3	Per print	Non-Taxable	\$ 86.70	\$ 88.45	\$ 1.75	2.02%	Non-statutory
A4	Per print	Non-Taxable	\$ 43.30	\$ 44.15	\$ 0.85	1.96%	Non-statutory

Statutory Building Fees

All fees are set by the State Government of Victoria in accordance with the Building Regulations 2018 and are subject to change. Statutory building fees are GST Free unless specified. I 1 I. 1

	Statutory building fees are GST Free unless sp	ecified.						
			No	on Statutory Building	Fees			
	Note: Additional statutory State Governmen	t charges and conditions	are relevant to a	all Building Application	ons.			
-	Class: 1B & 2-9 Residential and commercial works other than	Value >\$23,500	Taxable	4 (Value ÷1300 +√Value)	4 (Value ÷1300 +√Value)	\$ -	0.00%	Non-statutory
	Class 1A	Minimum Fee:	Taxable	\$923.00	\$ 941.00	\$ 18.00	1.95%	Non-statutory
		Up to \$150,000	Taxable	\$1,853.00	\$ 1,890.00	\$ 37.00	2.00%	Non-statutory
	Class: 1A	\$150,001-\$200,000	Taxable	\$2,586.00	\$ 2,638.00	\$ 52.00	2.01%	Non-statutory
	All dwellings – single detached houses or attached multi-units development.	\$200,001-\$250,000	Taxable	\$3,319.00	\$ 3,385.00	\$ 66.00	1.99%	Non-statutory
		\$250,001-\$300,000	Taxable	\$4,053.00	\$ 4,134.00	\$ 81.00	2.00%	Non-statutory

					_		
	>\$300,000	Taxable	Value÷74	Value÷72	\$ 2.00	2.70%	Non-statutory
	Large projects	Taxable	Negotiable	Negotiable	\$-	0.00%	Non-statutory
	Up to \$10,000	Taxable	\$679.00	۰ 693.00	\$ 14.00	2.06%	Non-statutory
	\$10,001-\$20,000	Taxable	\$868.00	\$ 885.00	\$ 17.00	1.96%	Non-statutory
Class: 1A	\$20,001-\$50,000	Taxable	\$1,153.00	\$ 1,176.00	\$ 23.00	1.99%	Non-statutory
Dwellings – extensions/alterations (including demolitions)	\$50,001-\$100,000	Taxable	\$1,653.00	\$ 1,686.00	\$ 33.00	2.00%	Non-statutory
	\$100,001-\$150,000	Taxable	\$2,153.00	\$ 2,196.00	\$ 43.00	2.00%	Non-statutory
	>\$150,000	Taxable	Value÷69	Value÷67	\$ 2.00	2.90%	Non-statutory
	Up to \$10,000	Taxable	\$506.00	\$ 516.00	\$ 10.00	1.98%	Non-statutory
	\$10,001-\$20,000	Taxable	\$679.00	\$ 693.00	\$ 14.00	2.06%	Non-statutory
Class: 1A Dwellings – internal alterations/minor works	\$20,001-\$50,000	Taxable	\$899.00	\$ 917.00	\$ 18.00	2.00%	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,266.00	\$ 1,291.00	\$ 25.00	1.97%	Non-statutory
	>\$100,0000	Taxable	Value÷78	Value÷76	\$ 2.00	2.56%	Non-statutory
	Up to \$10,000	Taxable	\$506.00	\$ 516.00	\$ 10.00	1.98%	Non-statutory
Class: 10A/10B	\$10,001-\$20,000	Taxable	\$679.00	\$ 693.00	\$ 14.00	2.06%	Non-statutory
Minor works – garages, carports, pools, fences etc.	\$20,001-\$50,000	Taxable	\$899.00	\$ 917.00	\$ 18.00	2.00%	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,266.00	\$ 1,291.00	\$ 25.00	1.97%	Non-statutory
	>\$100,000	Taxable	Value÷78	Value÷76	\$ 2.00	2.56%	Non-statutory
		No	on Statutory Building	g Fees			
Note: Additional statutory State Government	t charges and condition	s are relevant to a	all Building Applicat	·			
Any additional inspection	Domestic	Taxable	\$194.20	\$ 198.10	\$ 3.90	2.01%	Non-statutory
	Commercial	Taxable	\$262.70	\$ 267.95	\$ 5.25	2.00%	Non-statutory
Amendment and/or extension of building	Domestic	Taxable	\$193.90	\$ 198.10	\$ 4.20	2.17%	Non-statutory
permits; Amendment of approved plans	Commercial	Taxable	N/A	\$ 267.95	New	0.00%	Non-statutory
Additional Building Fees							
Administration of Building Notice	Per notice	Taxable	\$ 684.20	\$ 697.90	\$ 13.70	2.00%	Non-statutory
Administration of Building Order	Per order	Taxable	\$ 456.10	\$ 465.20	\$ 9.10	2.00%	Non-statutory
Temporary Structure Siting Approval	Per siting	Taxable	\$ 456.10	465.20 \$	\$ 9.10	2.00%	Non-statutory
Occupancy Permit for Places of Public Entertainment (POPE)	Per permit	Taxable	\$ 570.20	\$ 581.60	\$ 11.40	2.00%	Non-statutory

Provide copy of Building Permit or Occupancy Permit (with owners consent)	Per permit	Taxable	\$ 80.00	\$ 82.00	\$ 2.00	2.50%	Non-statutory
Provide copy of Building Permit including plans – Domestic (with owners consent)	Per permit	Taxable	\$ 140.00	\$ 143.00	\$ 3.00	2.14%	Non-statutory
Provide copy of Building Permit including plans – Commercial (with owners consent)	Per permit	Taxable	\$ 320.00	\$ 327.00	\$ 7.00	2.19%	Non-statutory
Essential Safety Measure Assessment - minimum fee	Per assessment	Taxable	\$ 627.20	\$ 639.75	\$ 12.55	2.00%	Non-statutory

5.6. DOMESTIC WASTEWATER MANAGEMENT PLAN

PURPOSE:

Update of the Warrnambool City Council (WCC) Domestic Wastewater Management Plan (DWMP) 2020-2025.

EXECUTIVE SUMMARY

- In accordance with the Environment Protection Act 1970, each Council in Victoria is required to produce a DWMP every 5-years, detailing how they will manage and mitigate impacts of unsewered developments and domestic wastewater systems. The plan is attached – refer Attachment 1.
- Warrnambool City Council (WCC) has responsibilities for the orderly planning and development within the Warrnambool Local Government Area (LGA), and for the protection and promotion of public health and the environment.
- The plan provides detailed information on areas in Warrnambool which are unsewered and provides an action plan on how to mitigate the risks posed by onsite wastewater systems.
- If Council is to complete the actions within the Action Plan, Council will need to review the required resources and requisite education programs to improve community awareness of landowner obligations in relation to domestic wastewater system
- The purpose of the Warrnambool DWMP is to, identify current responsibilities, practices, procedures and obligations for domestic wastewater management, identify the public health and environmental risks associated with onsite domestic wastewater management systems and to identify strategies to improve wastewater management.

RECOMMENDATION

That Council:

- i. Agrees to advertise the draft Domestic Wastewater Management Plan (2020-2025) for public comment for a period of not less than 28 days.
- ii. Receives a future report to adopt the draft Domestic Wastewater Management Plan (2020-2025) which summarises any submissions and amendments made to the document, following the consultation period.

BACKGROUND

Warrnambool currently has approximately 998 domestic wastewater systems. Many of these systems were installed at a time when there was very little regulation or requirement to obtain a permit or maintain the system.

This has led to a significant backlog of work for Council to address these issues in consultation with individual landowners and relevant State Government Agencies.

Reticulated sewerage is currently provided to Warrnambool, and part of the Allansford and Dennington localities. The remainder of the municipality is unsewered, including the Wangoom Road area, parts of Allansford and Dennington, Hopkins Point Road, Bushfield, and Woodford.

ISSUES

Making decisions about onsite wastewater system (OWS) selection, sizing and siting, needs to be based on site-context and localised environmental conditions, rather than adopting a 'one-size-fits-all approach' to minimum lot size or wastewater land application type and sizing. This DWMP advocates an approach whereby all wastewater systems are designed to match intrinsic site conditions.

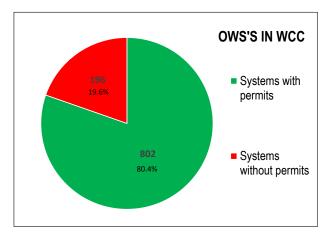
The key OWS issues within the WCC LGA include:

- Ensuring stormwater runoff does not impact on the receiving environments and waterways;
- Increasing numbers of vulnerable populations and low-socio-economic groups living in unsewered dwellings;
- Increasing population pressure placing greater demands on infrastructure;
- Adaptation of policies and programs to changing demographic groups;
- Small lots, aged, non-permit, and unmaintained systems;
- Challenging soil textures in areas of small unsewered lots;
- All wastewater generation and/or discharges are seen to be a threat with potential harm to human health or damage to the receiving environment.

Key DWMP findings:

- WCC has knowledge of 998 OWS's within its boundaries. Of these (as per attachment 2 and the pie-graph below):
 - 19.6% (196) non-permit systems (installed pre-1995, when permits became mandatory) exist in key areas of constraint such as Bushfield, Woodford, Allansford. These include typically aged systems (>25-years old), situated on reduced size lot sizes (<2000m²), and within watercourse setbacks; and,
 - 80.4% (802) have permits (which is 40% higher than the Victorian LGA average), with a proportion of these influenced by similar constraints listed above, and with a proportion of these systems due for upgrade.
- <u>Legacy systems</u> (OWS within sewer area but not connected to sewer): Within sewered areas such as Allansford, Dennington, and Warrnambool require attention due to the potential impact of failing OWS's within the potable water coverage area.
- <u>Small lots:</u> The potential for sustainable OWS is dependent on the amount of adequate area available for treatment and disposal after infrastructure footprint is removed.
- <u>Aged OWS's</u>: With a suggested typical lifespan of 25-30 years, most OWS's in the WCC LGA are aged, reflected by the number of non-permits (pre-1995), and based on WCC database data. Areas such as Allansford, Bushfield, Woodford, and north Wangoom contain elevated dwelling numbers with aged OWS's requiring future upgrade, and subsequent increased direction and regulation by Council.

Many small lot systems have a non-baffled septic tank, and an undersized and non-functioning trench system. Such situations can be managed however may require costly system replacement and/or modification.



- <u>Upgrade challenge</u>: With potentially 50% of OWS's in the LGA requiring upgrade, it is critical a transparent and evidenced-based approach to such a challenge is used.
 Upgrades on small lots (<2000m²) should be prioritised, in addition to targeted education material and advice.
- <u>Cumulative impacts</u>: The impact of OWS on the local environment is increased by the concentration of wastewater disposed to land. The number of houses per square hectare becomes an important consideration when assessing the current conditions within a particular township area. Current research suggests a threshold of >40-50 OWS's per square kilometre begins to impact groundwater. Areas such as Woodfield and Bushfield are already at this threshold point requiring conservative wastewater planning into the future.
- <u>Lack of system knowledge and maintenance</u>: Lack of education and reduced system owner knowledge is known to contribute to OWS problems. Within the WCC LGA and beyond in Victoria there is extensive non-compliance with permit conditions, specifically maintenance of systems.
- <u>Systems inside watercourse setbacks</u>: Within the WCC LGA there are significant numbers of dwellings and their OWS's situated within either of the critical 30m and 60m watercourse/wetland setbacks, and the 1 in 20-year flood setback. Detecting and auditing all non-permit systems within setbacks must be a first priority of this plan.

FINANCIAL IMPACT

Current resources are within the Environmental Health Unit of City Amenity consists of 2.0 EFT. There is significant workload if Council is to achieve all actions identified within the Action Plan, and to address both environmental and public health risks associated with defective systems.

While a number of the actions in year 1 of the plan will be achieved within the current budget of Environmental Health, completion of all actions within the Plan will require additional budget allocation.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan (2017-2021) initiatives (relating to onsite wastewater):

Objective 1: Sustain, enhance and protect the natural environment;

1.1 Protect and enhance our waterways, coast and land - Complete a Domestic Wastewater Management Plan; 1.3 Ensure all septic tanks meet EPA guidelines and requirements.

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

5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement Provide community engagement opportunities relating to Council projects as required and funded.

TIMING

It is recommended that implementation of the DWMP is undertaken as soon as practicable to capitalise on the extensive works completed within the Plan.

COMMUNITY IMPACT / CONSULTATION

Consultation is required with all stakeholders, i.e. State Government Agencies (e.g. CMA, EPA, DELWP) and Wannon Water.

Extensive consultation/collaboration is required with landowners who have systems without permits, defective systems and/or insufficient maintenance programs.

There will also need to be ongoing community education programs to inform affected landowners of their obligations in respect of onsite wastewater systems.

LEGAL RISK / IMPACT

Council has a reputational and financial risk if the DWMP is not adopted and implemented.

Domestic wastewater is typically high in nutrients and human pathogens. Wastewater poses a public health, environmental, legal, and economic risk.

Warrnambool is a city that prides itself on its natural assets as well as living amenity. Poor wastewater management threatens these values and undermines the municipality's ability to attract more residents, businesses, and tourists to the area.

OFFICERS' DECLARATION OF INTEREST

No conflicts of interest were declared.

CONCLUSION

WCC plans to improve its regulation of key issues relating to domestic wastewater management via the implementation of its 2020-25 DWMP. This Plan builds upon the work achieved by the previous DWMP released in 2013 and has 9 strategies designed to address these issues.

Various options are provided within this Plan to sustainably fund its implementation over the next five years. Much needed modifications to policies, procedures, and enhanced permit conditions, will provide a framework for key strategies to increase whole-of-LGA OWS maintenance.

The Plan is intended to deliver a coherent approach to increasing coverage of the OWS database, educating stakeholders and engaging with the community, supporting increased system maintenance, and improving the process by which OWS permits are issued.

Council and Wannon Water should work closely to develop a transparent, equitable, and efficient process to maximise connect to sewer, and increase collective system maintenance via application of ISO30001-related risk management, to support future sustainable growth of Warrnambool's unsewered areas.





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Acknowledgment of traditional owners

Council acknowledges the Eastern Marr people as the original custodians of the lands of this general area. Council also acknowledges the descendants of the ancestors of Aboriginal nations within the lands forming the Great South Coast and particularly the elders of the indigenous communities within both Warrnambool and this region.

Disclaimer

This publication may be of assistance to you but Warrnambool City Council and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

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External Agencies:

DELWP (Department of Environment, Land, Water & Planning) Wannon Water Environment Protection Authority Southern Rural Water Department of Health and Human Services Glenelg Hopkins CMA

Acknowledgements:

Peter Mason Plumbing (audit consultancy) Residents (as part of DWMP sample audit of systems within setbacks)

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Acronyms

AS: Australian Standard AWTS: Aerated Wastewater Treatment Systems CA: Certificate of Approval for an onsite wastewater system (EPA Victoria) Conventional Sewerage: Use of sewers to collect sewage DELWP: Department of Environment, Land, Water, Planning Desludging: The removal of sludge and sediment from the wastewater treatment system Domestic Wastewater: wastewater arising from a domestic dwelling Domestic wastewater can comprise of blackwater (toilet waste) or greywater (sullage waste from bathrooms, laundry and kitchen appliances), or a combination of both DWM: Domestic Wastewater Management DWMP: Domestic Wastewater Management Plan EHO: Environmental Health Officer EH Unit: Environmental Health Unit (WCC) Effluent: Liquid flowing out of a treatment process Effluent reuse: Effluent reuse is a process where treated wastewater is recycled for useful purposes and is not discharged to a natural waterway. The treated water may be used by industry or for watering of golf courses or other recreational facilities, agroforestry, pastures and food crops. EPA: Environmental Protection Authority Greywater: Domestic wastewater from sources other than toilets - for example, water from washing machines, dishwashers, showers and basins. GIS: Geographic Information System Groundwater: Water that is found below the surface, usually in porous rock or soil or in underground aquifers Legacy sites: OWS's persisting after sewer has been provided to an area LCA: Land Capability Assessment - A method used to assess the capability of land to manage on-site wastewater disposal, which recommends whether effluent can be adequately treated and retained on site (process is outlined in detail in EPA publication 746, Code of Practice 891.6). GHCMA: Glenelg-Hopkins Catchment Management Authority MAV: Municipal Association of Victoria Non-potable reuse: The use of treated wastewater for purposes that do not require water of a drinkable standard Onsite wastewater treatment system: a treatment system that treats up to 5,000 L/day of wastewater on the allotment where it was generated. OWS: Onsite Wastewater System Percolation: The filtration of liquid through soil Permeability: The rate at which water moves through a soil profile. Fast permeability rates will not allow for adequate remediation, slow rates may give rise to soil waterlogging Rhizopod: Containment treatment and effluent system based on reed-bed principles but a sealed unit with aeration and effluent recycling through the system. Runoff: Water that flows across the land surface and does not soak into the ground. SEPP: State Environment Protection Policy Septic tank: Underground tank used for treatment of wastewater through bacterial activity. Sewage overflow: A release of sewage from a designed relief point to avoid sewage flowing back into houses Sewage: the waste and wastewater produced by residential, commercial and industrial sources and discharged into sewers Sewerage: The entire system of sewage collection, treatment, and disposal Sludge: Solid matter that is removed during wastewater or water treatment. It can be processed into a material to be beneficially used (biosolids). SRW: Southern Rural Water SS: Suspended Solids Sullage: domestic wastewater other than that which comes from the toilet VCAT: Victorian Civil and Administrative Tribuna Wastewater: Another name for sewage Wannon Water (WW): Potable and sewer reticulation retailer. WCC: Warrnambool City Council. WCC LGA: Warrnambool City Council Local Government Area.

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Executive Summary

Under Section 29 of the State Environment Protection Policy (Waters), Councils that manage onsite wastewater systems (OWS's) within its municipality are required to develop a DWMP in consultation with the local water authority and community. Further to this, the policy requires Council to prioritise risks and set out strategies for responding to risks within the DWMP.

Warrnambool City Council has well-established responsibilities for orderly planning and development within the Warrnambool Local Government Area (LGA) and for the protection and promotion of public health and the environment. It has legislated powers and responsibilities in relation to the control of on-site domestic wastewater systems (septic tank systems), where flow is less than 5000 litre/day. Above this threshold, the Victorian EPA is the responsible authority. Reticulated sewerage systems are the responsibility of local water authorities such as Wannon Water.

The Domestic Wastewater Management Plan (DWMP) (2020-2025) has been developed under the requirements of the State Environment Protection Policy (Waters) (SEPP), a subordinate policy to the Environment Protection Act 1970.

The DWMP has been prepared to recognise, respond, and link with current legislation, regulation, and the relevant direction of the State Regulatory Authorities and Council policies and plans. The DWMP identifies key stakeholders and discusses recent drivers and trends relating to domestic wastewater management.

The DWMP describes the current situation relating to domestic wastewater management in the Warrnambool LGA and identifies a range of strategies and related actions Council to implement the Plan.

This DWMP identifies several challenges that impact effective wastewater disposal in the Warrnambool LGA including:

- Population growth and development pressure;
- Ageing population with greater susceptibility to infection and illness;
- High rainfall;
- Challenging soil textures (medium clays and coastal sands); and
- Reduced lot sizes for effective effluent disposal.

The plan identifies a number of threats impacting on community values including:

- Lack of owner knowledge about wastewater systems resulting in insufficient maintenance;
- Lack of Council monitoring of wastewater systems;
- Older settlements with inadequate lot sizes for wastewater treatment resulting in high concentrations of wastewater systems with potential impact to surface and ground waters;
- Non-permit systems where information on system is non-existent; and
- Proximity of wastewater systems to key local watercourses.

Chapter 7 provides township and area plans, which identifies current issues faced by townships with current wastewater prescriptions and requirements. Advice and guidance is provided around upgrade and improvement recommendations for systems within key unsewered townships.

Chapter 8 sets out tools, administrative procedures, and responsibilities required to support implementation of this Plan.

Chapter 9 sets out the key Strategies and related actions identified throughout the DWMP, in addition to details regarding action implementation timelines, responsibilities, and the cost to Council of this Plan.

The recommended Strategies (actions) for Council to implement within this DWMP are summarised as follows:

Strategy 1: Address data gaps, audit high-risk sites, and connect legacy sites to sewer

Strategy 2: Increase owner knowledge and maintenance of their onsite wastewater systems

Strategy 3: Develop policies and procedures

Strategy 4: Investigate enhanced Permit Conditions to increase maintenance compliance

Strategy 5 - Source funding for DWMP implementation and/or wastewater management officer

Strategy 6: Performance Review and Risk Management

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Strategy 7: Work with Planning Unit and Risk Mapping outputs to enhance unsewered growth development

Strategy 8: Enhance data collection and reporting systems

Strategy 9: Increase engagement with Wannon Water to enhance OWS management across the LGA

1. Introduction

1.1. What is Domestic Wastewater?

Domestic wastewater is wastewater derived from household activities including toilet, bathroom, kitchen, and clothes washing, typically containing high levels of microorganisms, organic matter, and chemicals capable of causing illness and impacting upon the environment. This material would ordinarily be deposited in a sewer.

When failing onsite wastewater systems overflow during heavy rain or as of a result of damage, failure, non-maintenance, and surge loads, wastewater can leak from failed systems into local waterways and the environment.

There are approximately <u>998</u> Onsite Wastewater System's (OWS's) in use within the Warrnambool LGA that includes a number of systems which are failing to deliver satisfactory performance and a number of systems without OWS permits.



Figures 1-3 – Examples of failed and surface discharging wastewater systems.

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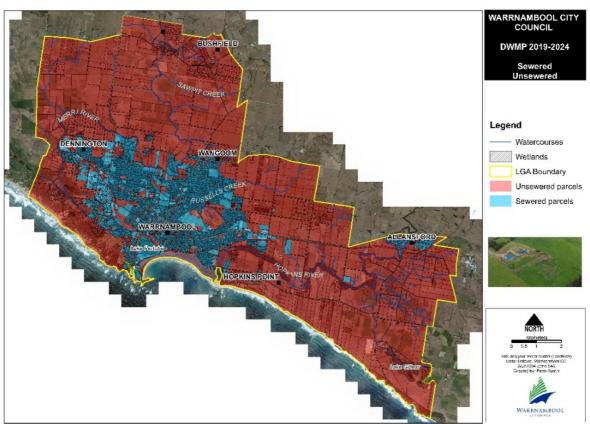


Figure 4 - Sewered and unsewered sections of the LGA with most of Allansford sewered to the east.

The environmental impacts associated with domestic wastewater are due to the many pollutants it contains. Human waste, food and beverage waste, bacteria, viruses, lint, greases, and oils, along with chemicals derived from detergents and other cleaning products, can impact greatly on the environment. These pollutants can build up in the soil, damaging its structure, altering soil pH balances, and hindering plant growth. Failed septic tank systems can result in effluent discharge at ground level resulting in odour, nuisance, attracting vermin, mosquito breeding and the potential for disease transmission.

Warrnambool LGA properties have been serviced by a variety of wastewater management systems since early settlement in the 19th century. The legislative framework regulating domestic wastewater management systems have since changed.

Council is responsible for overseeing domestic wastewater management within its municipal boundary, including the issuing of approvals for the installation of an OWS.

1.2 What is a Domestic (onsite) Wastewater System?

Wastewater for the majority of the population is typically managed in urban sewerage systems, with treatment at a centralised wastewater treatment plant (with disposal via discharge to waterways or land application).

In areas where a centralised sewerage system cannot be provided, wastewater is managed on-site at each individual lot. On-site domestic wastewater is generally managed by a variety of treatment systems (primary/secondary), including but not limited to:

- Septic Tanks (see Figures 6 & 7);
- Aerated Wastewater Treatment Systems (AWTS) (see Figures 8 & 9);
- Composting Toilet Systems (see Figures 10 & 11);

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- Sand Filters (with septic tank) (see Figures 12 & 13);
- Reedbed (with septic tank) (see Figures 14 & 15); and
- Fabric/Biological Filter System (see *Figure 10*).

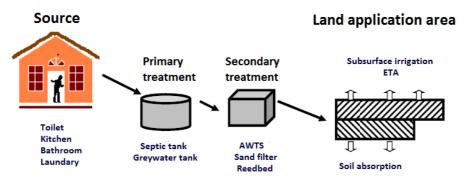
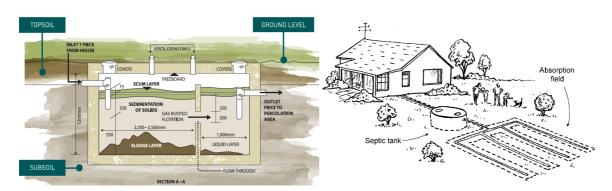
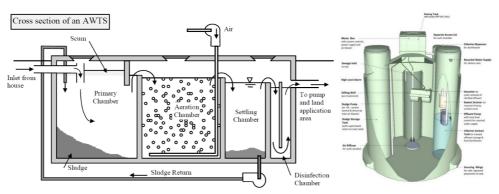


Figure 5 - Primary and Secondary Treatment options (Source: Latrobe University, 2014).

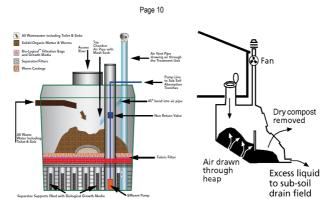
Across the Warmambool LGA the two most common methods of onsite wastewater treatment are primary treatment using a septic tank (see *Figures 6 & 7*) and secondary treatment using an Aerated Wastewater Treatment System (AWTS), (septic tank and) sand filter, or (septic tank and) reed-bed system. Septic tanks have a three-yearly maintenance cost as opposed to quarterly maintenance for AWTS's (sand filter/reed-bed – annual maintenance).



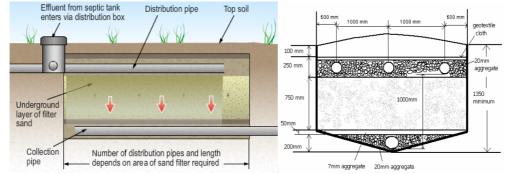
Figures 6 & 7 - Cross-sectional view of a typical septic tank (Source: Latrobe University, EHPA); A typical conventional primary treatment wastewater system (NSW Department of Local Government 2000).



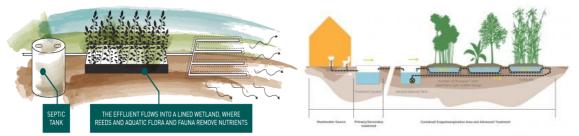
Figures 8 & 9 - Cross-sectional view of an aerated wastewater treatment system (Source: EHPA 2015, OzziKleen 2018).



Figures 10 & 11 - Wet (worm) & Dry composting treatment systems (Source: Worm Smart, Sydney Catchment Authority 2015).



Figures 12 & 13 - Sand Filter System components (Source: Golden Plains Shire Council 2015, EPA 2016).



Figures 14 & 15 – Reedbed Systems – secondary treatment of wastewater (Source: EHPA); Rhizopod system supporting upgrade options on small lots where the Rhizopods are added post-septic tank to reduce effluent disposal area required (Source: Arris Wastewater Technologies 2019).

Following treatment, depending on the type of system used, the effluent is then disposed of on-site by absorption trenches, evapotranspiration beds, subsurface irrigation, or through sand mounds within what is known as the Land Application Area (or LAA). Protection of this area is critical to long-term and effective operation of effluent disposal systems.

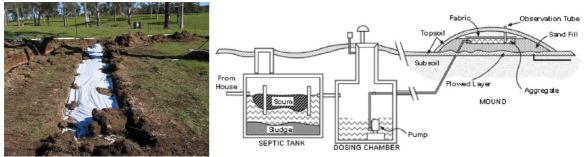
Effluent disposal methods include:

- Soil Absorption Trenches (see Figure 19);
- ETA Beds and Trenches (see Figures 17 & 18);
- Subsurface Irrigation (pressurised) (see Figure 16);
- Sand Mound (see Figure 20);
- Amended Soil Mound (see Figure 20);
- Rhizopods (see Figure 15).

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Figures 16-18: ETA beds can be used with septic tanks to reduce and concentrate affluent disposal area; another useful upgrade option for small lots and aging systems (Source: Hydroscape 2019, William Cromer 2019, Mornington Peninsula Shire Council 2015).



Figures 19 & 20: Latter stages of installation of soil absorption trenches (Source: Civcon 2019); soil mound effluent disposal (SCA 2019).

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2. Purpose, Objectives & Management Responsibility

Under Section 29 of the State Environment Protection Policy (Waters), Councils that manage domestic wastewater treatment systems (OWS's) within its municipality are required to develop a DWMP in consultation with the local water authority and community. Further to this, the policy requires Council to prioritise risks and set out strategies for responding to risks within the DWMP.

The **purpose** of the Warrnambool DWMP is to:

- 1. Identify current responsibilities, practices, procedures and obligations for domestic wastewater management
- 2. Identify the public health and environmental risks associated with onsite domestic wastewater management systems;
- 3. Identify strategies to improve wastewater management.

The **objective** of the Warrnambool DWMP is:

To provide a framework to reduce the public health, environmental, and economic risk to Council and the community posed by domestic wastewater.

The DWMP will provide WCC with:

- a strategic planning tool to allow long term strategies to be developed for wastewater system management;
- a framework for making decisions about individual OWS's;
- a framework for enforcement and compliance options;
- a framework for resource management for wastewater management within the municipality; and
- a framework for liaison between Council, the community, Water Corporations, and Catchment Management Authorities.

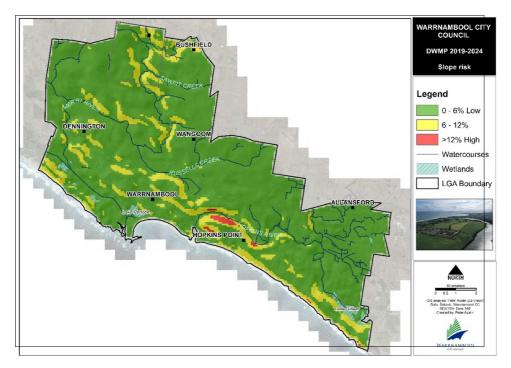


Figure 21 – Slope map modelled from an elevation surface depicting overall reduced high-risk (>12%) slope within the LGA.

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2.1 The Management Responsibility of the DWMP

WCC has responsibility for implementation and monitoring of the DWMP. WCC is proposing to work collaboratively with the EPA and Wannon Water as part of this management plan.

It is proposed that the management strategies and action plans in the DWMP be established for a period of 5 years. This is consistent with the requirement in the State Environment Protection Policy (Waters) for a review of a DWMP every 5 years.

3. Domestic Wastewater Management



Figure 22 – Careful coastal planning is required to protect groundwater from rapidly draining coastal sands within the Hopkins Point area.

3.1. What is Domestic Wastewater Management?

Domestic wastewater management is the process by which landowners, occupiers, and local government manage OWS's.

Owners of houses in Victoria that are not connected to reticulated sewerage must, by law, treat and dispose of their domestic wastewater within the boundaries of their property.

3.2. Policy and Legislative framework

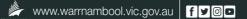
This section provides the legislative framework, regulations, definitions, and risks associated with domestic wastewater in Victoria.

All Councils have a legislative responsibility to protect the health of residents, visitors, and those working in the municipality, recognised in the WCC Council Plan.

The Department of Land Environment Water and Planning (DELWP), Wannon Water, as well as the Environment Protection Authority (EPA),¹ play a lead role in the strategic management of domestic wastewater in Victoria.

There is a comprehensive policy and legislative framework around domestic wastewater management which includes several State Acts and subordinate legislation, along with Guidelines, Codes, Australian Standards, and local Policies. These are outlined in *Tables 1-4* below.

¹ Victorian Environment Protection Agency (2016). EPA Code of Practice 891.4; Accessed from: <u>https://www.epa.vic.gov.au/~/media/Publications/891%204.pdf</u>



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 Table 1 – Key legislative and regulatory standards associated with domestic wastewater management.

Victorian State Legislation		
Environment Protection Act 1970	Describes the regulatory framework for managing OWS's. This is achieved by reference to supporting documents such as the Victorian Land Capability Assessment Framework January 2014 and the EPA Code of Practice for Onsite Wastewater Management (EPA Publication 891.4 July 2016).	
Water Act 1989	Section 183 of the Water Act 1989, provides the Water Corporation with the power to inspect and monitor existing septic tank systems within their sewerage district, and if the system does not comply with the Environment Protection Act 1970 and the Public Health & Wellbeing Act 2008, then the Water Corporation can require the owner to connect to sewer where it is available under Section 147 of the Act.	
Public Health & Wellbeing Act 2008	 The objective of the Public Health and Wellbeing Act 2008 is to impose a duty on Councils to achieve the highest attainable standard of public health and wellbeing by investigating and remedying conditions that are liable to be dangerous to health or offensive, by: Protecting public health and preventing disease, illness, injury, disability or premature death Promoting conditions in which persons can be healthy Reducing inequalities in the state of public health and wellbeing 	
Local Government Act	The Local Government Act empowers councils to enact local laws and set special charges for council activities. Councils could use these powers to develop local regulations for wastewater management provided these regulations are consistent with State policy and legislation, and to raise revenue for its wastewater management programs.	
Planning & Environment Act The key legislation relating to land development in Victoria is the Planning and Env Act 1987. The Act requires that all land use and development take place in accord with the planning scheme for the municipal district. The two objectives of the planning framework under the Act are: • To enable land use development and planning policy to easily integrate w environmental conservation and resource management policies; and • To ensure that the effects on the environment are considered when decis made about the use and development of land.		
Catchment & Land Protection Act	 The Catchment & Land Protection Act 1994 requires Catchment Management Authorities to prepare and implement a Regional Catchment Strategy which includes: An assessment of long-term requirements and the prioritisation of these requirements; Identification of threats to environmental, economic, and soil values; and Identification of opportunities for improving natural resource management processes. 	
Building Act	The Building Act 1993 and Building Regulations 2006 require the report and consent of the relevant Council must be obtained to an application for a building permit that requires the installation or alteration of a septic tank system.	

Figure 23 - Wannon Water has sewered two new estates within the Hopkins Point precinct providing a future connection framework for the area.

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 Table 2 – Subordinate legislation, Policies, Codes, Strategies and Guidelines.

Subordinate Legislation, Policies, Codes, Strategies, and Guidelines		
	SEPP Waters aims to ensure that all residential subdivisions are provided with reticulated sewer access at the time of subdivision. Where this is not possible each lot must be capable of treating and retaining the domestic wastewater within the boundaries of the proposed allotments.	
State Environment Protection	The policy directs councils to use the EPA's Septic Tanks Code of Practice, to assess the ability of proposed developments to retain wastewater within allotment boundaries.	
Policy (SEPP) (Waters) (2004)	The State Environment Protection Policy – Waters of Victoria requires;	
	1. Occupiers of premises with an on-site domestic wastewater system need to manage that system in accordance with permit conditions and the Code of Practice – Septic Tanks On-site Domestic Wastewater Management (2016) as amended. Occupiers also need to regularly assess the performance of their system against permit conditions.	
	2. Municipal Councils to develop and implement a DWMP.	
	This Code of Practice (EPA 2016) outlines the measures which are required to sustainably manage household wastewater to minimise public health and environmental impacts.	
EPA Code of Practice – Onsite Wastewater Management (891.4) (July 2016)	This Code is not limited to domestic wastewater systems; it also applies to systems at other premises including small scale commercial systems. The Code outlines planning requirements, system selection, and system maintenance following installation. The Code will need to be followed for all aspects of the system design, approval, installation and long-term system maintenance.	
Victorian Land Capability Assessment Framework (January 2014)	This document outlines the LCA process to be undertaken when assessing a site for its suitability for onsite DWM management. An LCA must be prepared for some sites and submitted to Council with an "Application to Install" or with an application for a Planning Permit.	
VCAT Decisions & Precedents	The main role of the Victorian Civil and Administrative Tribunal (VCAT) is to provide affordable , timely and quality access to justice for civil matters including wastewater issues. VCAT hears approximately 83,000 cases per year, 60-70% of which are solved during mediation. An additional role of VCAT is to reduce pressure on the courts. It hears small matters that otherwise would create a backlog in the courts.	

Table 3 – National Standards relating to domestic wastewater treatment.

National Standards		
	AS/NZS 1547:2012 provides standardised guidance for the sizing, design, and construction of land application areas.	
AS/NZS 1547: 2012 On-site domestic wastewater management	If there is an inconsistency between an Australian Standard (2012) and the Victorian Code of Practice (2016), the Code takes precedence. Where the Code of Practice (2016) is silent on a topic, the relevant Australian Standard (2012) should be followed.	
	The Standard will be used for land application area sizing and in the selection of a suitable land application area type, i.e. trenches, beds, irrigation or mound systems.	
JAS-ANZ	Joint Accreditation System of Australia and New Zealand is an accreditation authority and framework, with the purpose to enhance national, trans-Tasman and international trade via accreditation to achieve international recognition for the excellence of Australian and New Zealand goods and services.	

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Australian Standards have relevance to the construction and design of septic tank systems. The EPA requires that systems meet these standards as part of its approval process. The primary standard with respect to septic tank system design has relevance to the construction and design of systems.

AS/NZS 1547:2012 AS/NZS 1546.1 AS/NZS 1546.2 AS/NZS 1546.3 AS/NZS 1546.4	On-site Domestic Wastewater Management On-site Domestic Wastewater Treatment Units – Septic Tanks On-site domestic wastewater treatment units - Waterless composting toilets On-site Domestic Wastewater Treatment Units – Aerated wastewater treatment systems On-site domestic wastewater treatment units – Domestic grey water systems
AS/NZS 1546.4	On-site domestic wastewater treatment units – Domestic grey water systems
AS/NZS 3500	National Plumbing and Drainage – Domestic Installations

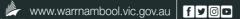
Table 4 - Warrnambool City Council related Strategic Plans and Policies.

Warrnambool City Council Strategic Plans and Policies		
	The Warrnambool Planning Scheme (WPS), approved under the Planning & Environment Act 1987, sets out the planning policies for the municipality, and contains information about zones, overlays, and other provisions which affect how land could be used and developed in Warrnambool LGA.	
Warrnambool	The WPS identifies triggers for planning permit applications and outlines application requirements and decision guidelines for the use, development, and subdivision of land in different zones.	
Planning Scheme ²	On land where an OWS is required, a planning application may need supporting information such as a Land Capability Assessment (LCA) to show the system can accommodate the development.	
	The WPS identifies the need to undertake a sewerage and effluent management strategy for Bushfield and Woodford, examining options and making recommendations regarding the more effective and cost beneficial way to enable growth to occur without environmental degradation.	
Council Plan 2017- 2021	Sets out a vision for Warrnambool City Council and specifically <i>Objective 1</i> . Sustain and enhance the natural environment; Ensure all septic tanks meet EPA guidelines and requirements;	
Warrnambool Health & Wellbeing Plan 2017-2021	The Victorian public health and wellbeing outcomes framework provides a basis for monitoring and reporting progress in our collective efforts to achieve health and wellbeing. Health 2040: advancing	
(Warmambool A Healthy City 2017- 2021)	health, access and care presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system.	
, Warrnambool 2040	Goal 14 of Warrnambool 2040 relates to the management of OWS. It suggests 'We will care for and regenerate our waterways, our coast and marine environment and support a natural water cycle. We will carefully use rainwater to contribute to the amenity of the city by bringing water management and green infrastructure together. Water conservation and water sensitive urban design, including improved stormwater systems, will improve our waterway and marine health. We will capture rainwater and reuse stormwater to reduce our reliance on depleting water sources'.	
Green Warrnambool 2018 ³	Warmambool citizens will be environmentally informed, and ethically motivated consumers of goods and services. Goal 2040 includes no wastewater or waterway pollution by 2040.	
Warrnambool Floodplain Management Strategy 2018-2023	Appendix 4: Floodplain Management Planning Policy - State Planning Policy Framework (SPPF): <i>Clause 11.11-6 Environmental Assets:</i> Protect waterways from the effects of urban and rural land use change and facilitate growth at established settlements where water and wastewater can be managed. <i>Clause 21.05-2 Water Strategies:</i> Defer growth within Bushfield and Woodford pending resolution of sewerage and effluent management options; Encourage the re-use of wastewater and stormwater run-off within greenfield growth areas.	
Logan's Beach Strategic Framework Plan 2017 ⁴	As a result of community input (Section 3.1) to this framework many of the respondents were interested in further subdivision of their properties if given the opportunity and suggested:	

² Warrnambool Planning Scheme, 21.10-3 22/09/2016 C93 Development Infrastructure Water supply, sewerage and drainage, Accessed from:

https://planningschemes.dpcd.vic.gov.au/schemes/warrnambool/ordinance/21_mss10_warr.pdf 3 Warrnambool City Council Green Warrnambool 2018; Accessed from:

https://www.warrnambool.vic.gov.au/sites/warrnambool.vic.gov.au/files/documents/council/plans strategies/Green%20Warrnambool%20FINAL%20adopted%203%20September%202018.pdf



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	 Larger lots should be allowed to subdivide; and Improvements to current sewerage, electricity and gas services.
	Wannon Water have stated that existing services can be augmented should additional development be supported by Council. In all scenarios, DELWP advises that development within 100 metres of the coastal reserve should be avoided in order to direct stormwater and sewerage management away from the coastline.
Moyne Warrnambool Rural Housing and Settlement Strategy 2010 ⁵	The section regarding Established Infrastructure and Settlements suggests that the established patterns of larger settlements, with their range of services, which most importantly include reticulated sewer, are an important influence in identifying where growth should be directed.
	The evidence of inadequate performance of septic services in some locations where the size and density of lots and the attributes of soils do not enable effective absorption is a clear warning regarding the unsustainable development that have characterised the recent past.
	While it is not necessary that all new housing in rural areas be connected to reticulated services, it is desirable that it occur in areas where conventional residential densities are encouraged (such as Township or Residential 1), and where the soils and existing conditions on land zoned Low Density and Rural Living warrant this level of service. Such are the circumstances of Bushfield and Woodford to nominate some of the more acute circumstances.

3.3. Roles and Responsibilities

This section outlines the roles and responsibilities of the relevant stakeholders in ensuring that OWS's are EPA approved systems that are installed, operated and maintained in accordance with the relevant <u>EPA Code of Practice and</u> <u>Certificate of Approval</u>, to protect the environment from the potential source of pollution and unplanned development.

3.3.1. Property Owners or Occupiers

Property owners or occupiers must ensure the OWS on their property is operated, maintained, and monitored in accordance with the relevant Council permit, Certificate of Approval requirements (CA-EPA), & the Code of Practice Onsite Wastewater Management (currently 891.4; 2016), and site-specific Land Capability Assessment requirements. It is the owner's responsibility to meet the costs of any maintenance and servicing, and to provide reporting as required to the responsible authority.

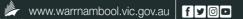
Landowner's responsibilities include:

- Connect to the mains sewerage system where it is available (where the existing OWS does not meet EPA standards at the time the sewer became available);
- In unsewered areas, obtain a permit to install an OWS before building permit issued;
- Obtain a permit/certificate to use the system once installed;
- Operating, maintaining and monitoring the OWS by following specified maintenance requirements and checks for the system; and
- Keeping Council informed of all maintenance.

3.3.2. Councils Role

Council is responsible for assessing OWS permits and ultimately the installation of systems in accordance with the EPAapproved system list. It is Council's responsibility to ensure that all on-site wastewater systems are:

⁴ Warrnambool City Council, Logan's Beach Strategic Framework Plan 2017; Accessed from:
https://www.warrnambool.vic.gov.au/sites/warrnambool.vic.gov.au/files/documents/property/planning/Logans%20Beach%20191117%20Report%20V8.pdf
⁵ CPG Australia, Moyne Warmambool Rural Housing and Settlement Strategy 2010; Accessed from:
https://www.warrnambool.vic.gov.au/sites/warrnambool.vic.gov.au/files/documents/property/planning/strategies/FINAL%20Rural%20Housing%20and%20Settlement%20Strategy%20Report.pdf



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- Operated and maintained in accordance with the State Environment Protection Policies (SEPP's), Code of Practice Onsite Wastewater Management, and the EP Act 1970;
- Providing education and advice regarding OWS's to the community;
- Installed and operated in compliance with Section 173 agreements that may relate to required OWS permit conditions,
- Ensuring that the conditions of any approved permit are met, including monitoring the system to ensure that the OWS's are maintained in accordance with relevant permit conditions, EPA codes, and Australian standards; and
- Collating and submitting information in relation to OWS's to the EPA on an annual basis (as required under the EP Act 1970).

3.3.3. Plumbers Role

Plumbers are required to stay abreast of onsite wastewater industry requirements as they would for urban plumbing activities. Council should provide specific LGA-related prescriptions, education, information on approvals/upgrade processes, and system advice to plumbers on an ongoing basis.

Plumbers are therefore required to stay updated of Code changes via mail-out, workshop, and/or meeting-based approach to information provision based on best-practice wastewater management. OWS's can only be installed by a licensed plumber.

3.3.4. Key Stakeholders

Key stakeholders and referral authorities that have a direct or indirect impact on development and therefore wastewater treatment.

 Table 5 – Key stakeholders influencing domestic wastewater management within the LGA.

Internal stakeholders (WCC)	 Building Department Environmental Health Department Infrastructure Department Assets and GIS Planning Department
Wannon Water	Water and sewerage services within the City are provided by Southern Rural Water (wholesaler) and Wannon Water (retailer). This DWMP covers areas where sewer is not provided to a premise, by any of these water corporations. However, the water corporations have interest in protecting the drinking water catchments impacted by OWS's.
Department of Environment, Water, Land, Planning (DELWP)	The State Government has responsibility for the natural and built environment providing an oversight role in domestic wastewater management and involved in the referrals process when required by Clause 66 of the Warrnambool Planning Scheme.
Department of Health (DoH)	The Department of Health (DoH) is responsible for ensuring that all Victorians have access to services that protect and enhance the community's physical, mental and social well-being. They are responsible for water quality standards including drinking water, irrigation water and reuse. DoH have no direct impact on domestic wastewater management.
Environment Protection Authority	The Environment Protection Authority (EPA) is responsible for ensuring that the environment is protected from adverse impacts resulting from human activities. The EPA produces a list of approved technologies for the treatment of wastewater within allotment boundaries
Glenelg-Hopkins Catchment Management Authority	The Glenelg-Hopkins Catchment Management Authority (GHCMA) is responsible for ensuring on-site treatment facilities do not / will not have adverse impacts on their water supply catchments, in addition to assessing all referred applications from Council in relation to water supply catchments and protection of natural resources.
Southern Rural Water	Rural Water Corporations provide water services comprising non-potable water supply, drainage, and salinity mitigation services for irrigation and domestic and stock purposes. Water Corporations provide potable and non-potable water supply and sewerage services to urban customers within their respective service districts such as Wannon Water. Both Rural and Urban Water Corporations have a responsibility for assessing and responding to all referred applications under <i>Clause 66</i> of council planning schemes for Declared Water Supply Catchments as listed in schedule 5 of the Catchment and Land Protection Act 1994

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VCAT	VCAT is a tribunal by which civil disputes, administrative decisions and appeals can be heard before Judge or member. It provides a dispute resolution service for both government and individuals within Victoria.	
MAV	Has developed a model LCA report and procedures for undertaking LCA to assist land capability assessors and regulators; and has developed this in accordance with EPA Codes and AS/NZS <i>1547:2012</i> .	
Plumbing Industry Commission (PIC)	Licenses all plumbers, drainers and septic tank installers across Victoria; and regulates the installation of all plumbing works including internal plumbing works on septic tank systems.	



Figure 24 – Potential accelerating sea-level rise increases the required compliance and maintenance for these systems.

3.4. Current and Future Drivers

3.4.1. Community Expectations

The level of expectation across the community regarding wastewater management standards has increased. The Warrnambool community has placed a high value on the protection and preservation of the waterways.

This was highlighted in the development of Council's Green Warrnambool Plan where the community supported the goal to eliminate wastewater pollution. This expectation contributes to a reduced tolerance for old and failing septic systems.

3.4.2. New State Environment Protection Policy (SEPP) Waters amendments

The suite of OWS requirements in the new SEPP Waters is more specific than the previous SEPP (Waters of Victoria) requiring Council to undertake a more comprehensive process in developing, adopting, and implementing their DWMP.

The new SEPP (Waters) ensures that Victoria has a contemporary statutory policy for the protection and management of surface water and groundwater in Victoria. This is achieved by establishing in law the uses and environmental values to be protected, defining the level of environmental quality required for their protection, and setting rules and obligations to ensure management actions are taken to protect water quality.⁶

⁶ https://www.water.vic.gov.au/waterways-and-catchments/rivers-estuaries-and-waterways/state-environment-protection-policy

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SEPP (Waters) updates and replaces two previous SEPPs to provide a single instrument to guide water quality management in Victoria and improve protection of our waterways, bays and coastal waters. It provides environmental quality objectives which better reflect conditions of our water environments and is based on extensive monitoring data, the latest scientific understanding and relevant national standards. It also more clearly identifies rules for decision makers and obligations on industry to guide the protection and management of water quality in Victoria.

By approving the new SEPP (Waters), the Victorian Government is confirming policy positions on a range of issues as well as setting new environmental standards based on contemporary science. This will provide a streamlined transition to the new regulatory framework following the commencement of the Environment Protection Amendment Act 2018 in mid-2020.

3.4.3. Environment Protection Amendment Act 2018

A new general environmental duty, which will require individuals conducting activities posing a risk to human health and the environment, to understand those risks and take reasonable steps to prevent or minimise them.

Included is a new funding model recommended to the EPA and catchment authorities based on a new licencing scheme (as is used in NSW) and introduced under an amended legislative framework. In such a scheme, system owners will be required to demonstrate system compliance or civil and criminal penalties can result.

Funds generated from the licensing scheme would be used for such activities as mandatory inspections and licencing renewal programs. This model reflects what is currently in place to manage licenced activities that deliver food safety and public health compliance programs. Inevitably political will is required to accept this required change, with details not expected until 1 July 2020.

The EH unit and Council must advocate, with support of stakeholders and industry associations, for amendments to the EP Act, supporting improved council management and enforcement of OWS's, including retrospective Permits (non-permit systems) and retrospective Permit conditions, requirements to maintain systems, and connect to sewer requirements.

As a result of such amendments the EH Unit should seek advice from DELWP, EPA, and WCC legal sources regarding the opportunity to retrospectively amend existing permits, issue permits to non-permit systems, or introduce a local law to add conditions requiring regular maintenance and replacement of systems after 30 years (all permits). This should concur with outcomes of the updated EP Act in 2020.

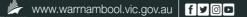
3.4.4. Findings and recommendations of the VAGO Report

Some of the most recent statements by DELWP and EPA regarding domestic wastewater may be found in Appendix A and B of the recently released report: *Managing the Environmental Impacts of Domestic Wastewater (19 September 2018),* and used to inform this Plan (see https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.pdf). The report summary is detailed below:

Effective treatment and management of domestic wastewater generated by kitchens, laundries, and toilets is integral to managing the public health and environmental risks posed by this waste. This done either by treating the waste on site or connecting to sewer if available.

Traditionally, sewering has been the preferred option for managing high-risk townships and properties. However, for remote townships, or those with challenging topography and/or soils, providing sewer may not be the most cost-effective option.

In these situations, water authorities must explore other wastewater treatment options that deliver similar environmental and human health benefits, such as contemporary onsite systems. Councils oversee the installation, use, and management of onsite systems by property owners. They also ensure property owners install an onsite system approved by the Environment Protection Authority Victoria (EPA).



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Owners are responsible for regularly servicing and maintaining the system so that their wastewater is treated and contained within the boundaries of their property.

In Victoria, the State Environment Protection Policy (Waters of Victoria) (SEPP WOV) requires Councils to develop a domestic wastewater management plan (DWMP) where they identify that an unsewered township is high risk due to either the number of unsewered properties or the risk posed by properties unable to contain their wastewater on site.

When developing their DWMP's, Councils must assess risks from properties unable to contain their wastewater on site, identify strategies to manage them, and refer high-risk, unsewered townships to water authorities so they can be connected to either a sewer system or an alternative service.

Water authorities are responsible for determining the most cost-effective, fit-for-purpose domestic wastewater treatment option for an unsewered, high-risk township. They must consider community and other stakeholder views, costs, and environmental health benefits in their decisions. In the 2006 (VAGO Vic) audit report 'Protecting our Environment and Community from Failing Septic Tanks', it was found that agencies were not effectively protecting the environment from poorly-performing onsite systems.

Since then policy has evolved, priorities for water authorities and community views have changed, and Councils and water authorities have implemented a range of new initiatives to better understand and manage domestic wastewater risks.

3.4.5. VAGO expectations that Council conducts auditing activities to address wastewater information gaps

The Victorian Auditor General's Report Managing Impacts from Domestic Wastewater⁷ was pointed in its emphasis on the universal need for Council's to audit their existing OWS database/records to identify information gaps.

Once the gaps in wastewater information have been identified, the auditing process must extend into the field to locate and verify previously unknown system locations and configurations.

Key recommendations (as detailed in Table 6 below) of the Victorian Attorney General's Department considered in this Plan provide a useful guide on which to base OWS management planning.

Table 6 – VAGO recommendations relating to DWM in WCC LGA includes:

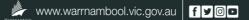
Recommendation 1	Consult with water authorities, the EPA, DELWP and other key stakeholders in undertaking integrated water cycle management planning processes for their municipalities, so that the management of domestic wastewater risk is not planned in isolation of the management of stormwater, floods, alternative water supplies, and drinking water supplies.
Recommendation 2	Implement a rolling annual program of compliance inspections in high risk properties and townships to bring onsite systems in line with permit and/or policy requirements and follow up non-compliance.
Recommendation 3:	Develop and implement a data management plan to collect accurate information on the number, location and performance of onsite wastewater systems. Data collection should be prioritised using a risk-based approach to identify areas for collection based on highest to lowest risk.
Recommendation 4:	Develop an education plan to inform property owners of their responsibilities and requirements to maintain and upgrade their onsite systems as required, which must include an evaluation framework to assess its effectiveness.

3.4.6. Scientific and Merits-based Decision-making

Making decisions about wastewater system selection, sizing, and siting, needs to be based on intrinsic site conditions, rather than adopting a 'one size fits all approach' to minimum lot size or wastewater land application area requirements.

This DWMP advocates an approach whereby all wastewater systems are designed to match intrinsic environmental conditions. This approach should ensure that future unsewered rural residential development within each study area only

⁷ Victorian Government 2018, Victorian Attorney General's Department. Managing Impacts from Domestic Wastewater. Accessed from: <u>https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-</u> Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.pdf



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proceeds on land that has an acceptable capacity for on-site wastewater management and effluent assimilation within lot boundaries.

4. PROFILE

WARRNAMBOOL CITY PROFILE

The current Warrnambool City Council (WCC) area was created in September 1994 after Council amalgamations throughout Victoria. The City encompasses a total land area of approximately 120.7 km², located in the south-west coastal and volcanic plain region of Victoria, 257 kilometres west of Melbourne.

Framed by the Moyne Shire to the west, north, and east, and the Southern Ocean to the south, the WCC LGA includes the urban foot-print of Warmambool City, within rural agricultural landscapes, including small hinterland townships, villages, and rural-residential areas such as Woodford, Bushfield, Allansford, and Dennington.

Rural land is generally fertile and therefore used largely for mixed agriculture including dairy, sheep and cattle grazing, and mixed crop growing. The urban precinct includes a dynamic education, health, food processing, and recreational opportunities within a region attracting families for an improved lifestyle from across Australia.



Figure 25 – Location of Warrnambool City to the south-west of Melbourne (Source: MAV 2019)

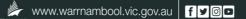
Land use zoning shown below illustrates the dominance of Farm Zone areas with variable zoning in the townships and settlements within the LGA.

The WCC has a strong environmental focus and keen desire maintain and enhance the natural values of the City which attract both residents and visitors alike.

Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Australia's most liveable city.[®] WCC is significant in being located in the lower Hopkins and Merri River catchments which converge on urban coastal areas of the City, before entering the Southern Ocean.

Reticulated sewerage is provided to Warrnambool, Allansford and Dennington. The remainder of the City is unsewered including the Wangoom Road area, parts of Allansford, Dennington, Hopkins Pont Road, Bushfield, and Woodford.

⁸ Warmambool City Council 2019; Australia's Most Liveable City, Deloitte Access Economics and Ipsos. Accessed from: https://warmambool.vic.gov.au/news/australias-most-liveable-city



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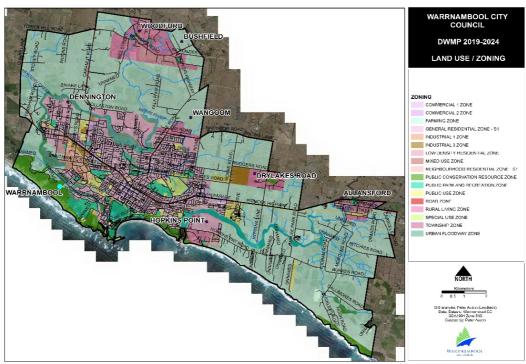


Figure 26 – Land-use zoning through the Warrnambool City LGA.

4.1. Catchments and Waterways

The Warrnambool LGA has two major catchments, including the Merri Catchment (comprising the Merri River) and its tributaries, including Russell's Creek, Yangery Creek, and Saw Pit Creek, and the Hopkins River Catchment (comprising the Hopkins River) (see *Figure 27, below*).

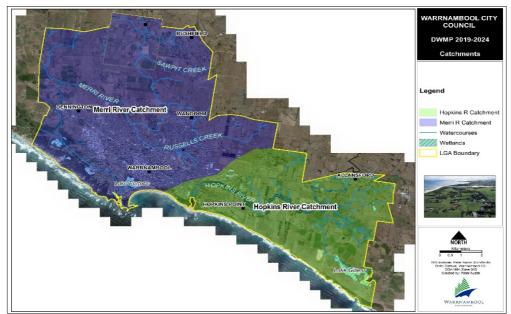


Figure 27 – Map depicting the extent of the two key catchments influencing impacts to the two key river systems.

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The two catchments contain areas of great natural beauty and ecological and cultural significance, with unique landscapes and a diversity of aquatic riverine ecosystems. These are highly valued for fishing, boating, camping, swimming, picnicking, conservation, and agricultural water supply.

Stormwater runoff from the municipality discharges into these two major receiving environments. OWS's that are poorly located and/or not performing to a satisfactory standard can contaminate stormwater and harm receiving environments that are highly valued by the community. The map below shows the location of the above two catchments within including the rivers and tributaries within them.

4.2. Population

Children and the elderly are at significantly greater risk from wastewater-related illnesses than the general population. A total of 29% of persons within the Warmambool LGA will be of vulnerable age (under 4 & over 60 years), and by 2030 (31%) an increase of 2% on 2011 numbers.⁹

Further to this, the wider population of the Warrnambool LGA is expected to rise, placing greater demands for improvements to infrastructure, services, and for increased development and population density. Such demands have implications for wastewater management.

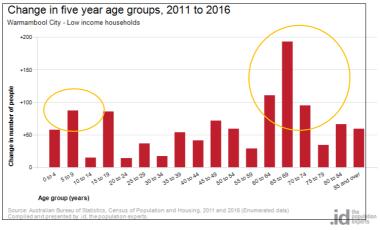


Figure 28 - Vulnerable persons population change 2011 to 2016 within low income groups (Source: .id 2019)

Population growth (1.51% annual growth) is expected to occur in the established urban footprint of Warrnambool City, the townships, and agricultural areas.

Between 2016 and 2026, the age structure forecasts for Warrnambool City indicate a 25.2% increase in population under working age, a 29.1% increase in population of retirement age, and a 12.3% increase in population of working age.

4.3. Household size and types

Household size and type can have a significant impact on the amount of wastewater generated. For example, two or more persons showering consecutively, or many washing loads completed within a short timeframe, could impact the OWS.¹⁰

The majority of dwellings in the unsewered townships of Bushfield and Woodford and rural areas adjoining are three or more bedroom dwellings occupied by families. The figures below indicate a dominance of 2 to 4 bedroom dwellings

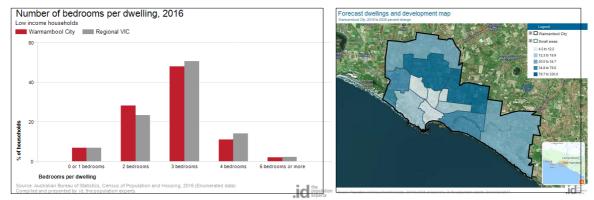
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⁹ Australian Government (2019); ABS Quick Stats Census Data Warrnambool City LGA. Accessed from:

in (2019). Population Statistics data, Forecast map of dwellings and development; Accessed from: <u>https://forecast.id.com.au/warrnambool</u>

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placing pressure on unsewered areas with recent five-year development growth increased in areas such as Hopkins Point, Dennington, and southern parts of Bushfield; all unsewered areas.



Figures 29 & 30 – Increased 2-4 bed dwellings, increased development in unsewered areas.

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4.4. Climate

Warrnambool has a temperate climate with a warm to hot summers and cold winters. The WCC LGA experiences an average annual rainfall of 743mm (Warrnambool) and an average of 166.7 rain days per year mostly falling during winterspring months. Annual pan evaporation is taken as 1714.5mm.¹¹

Climate, specifically rainfall and evaporation play a significant role in determining the appropriate loading rates of effluent and associated sizing of land application areas for OWS. The city has high seasonal (winter) rainfall when evaporation rates are low, creating adverse conditions for treatment and disposal of wastewater throughout the Warrnambool LGA.



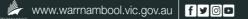
Figure 31 - Although data coverage for 1 in 100-year flood is not complete (no Bushfield, Woodford data), what exists provides a guide to impact of flood inundation.

4.4.1. Climate Change

Increased frequency and intensity of rainfall events¹² will increase pressure on Onsite Wastewater Systems (OWS/septic systems), increasing the risk of surface and groundwater contamination. The DWMP 2020 – 2025 includes steps to address such challenges:

- Supporting new Wannon Water sewerage programs;
- Continued education of residents and businesses on correct wastewater management;
- Development of a compliance and enforcement process to address failing wastewater systems, developed in conjunction with residents and the local wastewater industry;

¹² Mornington Shire Council 2019. Adopted Wastewater Management Plan 2019. Accessed on 9.10.2019 from https://www.mompen.vic.gov.au/files/assets/public/new-website-documents/about-us/strategies-amp-plans/docs/wastewater-management-plan-2018.pdf



¹¹ Bureau of Meteorology (2017); Climate Data (Warrnambool). Accessed from: <u>http://www.bom.gov.au/climate/data/</u>
¹² Mornington Shire Council 2019. Adopted Wastewater Management Plan 2019. Accessed on 9.10.2019 from <u>https://www.bom.gov.au/climate/data/</u>

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- Planning for the impact of storm events and flooding on septic systems (diversion drainage, education, use of vegetation buffers etc.);
- Increasing the reuse of treated wastewater via sub-surface irrigation to support water resource management in rural areas; and

4.5. Soils

Soils of the WCC LGA have been mapped and described in the *Port Campbell Embayment* (8365) (1:100 000) map (Geological Survey of Victoria) and Geological Survey of Warrnambool Report 86 (Geoscience Victoria 1986) and belong to the Basalt Land Unit.¹³ Soil geological origins are based on Quaternary (Pleistocene) (Qvn) Newer Volcanics,¹⁴ consisting of 'undifferentiated lava flows, lava ridges and valley floors'.¹⁵

The Victorian Western Plains are made up of low-lying undulating plains formed on both volcanic and sedimentary lithologies. The landscapes of this geomorphological unit are formed on some of the youngest rocks of Victoria. Soils on the Western Plains reflect the underlying lithology and age of the rocks. The youngest landscapes, the stony rises, have skeletal uniform or gradational soils, whereas the earlier lava flows have deeper soils varying from friable gradational to strongly texture contrast soils.

The soils developed on the Pliocene sand plains are often sandy, sometimes ferruginised or podsolic (sands with coffee rock or sand over clay) soils. Further south on the marls and limestones, the soils vary from clay-rich (medium or heavy textured) gradational to strongly texture contrast soils and generally heavy (uniform) clays. Much of the area is a natural grasslands plain, bounded by the Western Uplands (WU) to the north.

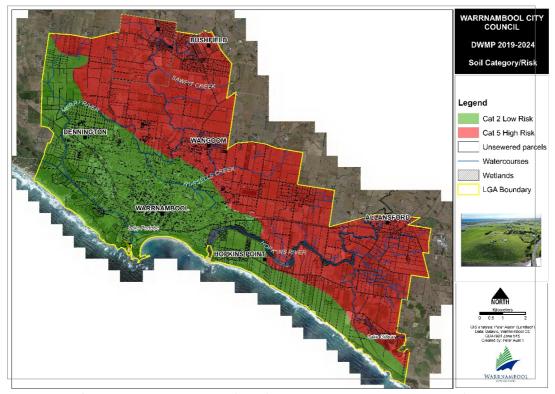
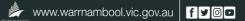


Figure 32 – The LGA includes two broad overarching soil types; Category 2 containing mostly conducive sandy loam soil texture, with Category 5 including light to medium clay-based textures; an increased challenge for effluent disposal year-round.

¹³ Victorian Government (2017). Victorian Resources Online; Glenelg-Hopkins Land Units map; Accessed from: <u>http://vro.agriculture.vic.gov.au/dpi/vro/glenregn.nsf/pages/glenelg_soil_map_lhm/\$FILE/glenelg-hopkins-landunits-sm.pdf</u>
¹⁴ Edwards, J., Tickell, S.J., Abele, C., Willocks, A.J., Eaton, A.R., Cramer, J.J., King, R.L. & Bourton, S., 1994. Port Campbell Embayment 1:100 000 geological map. Geological Survey of Victoria. Accessed from: http://earthresources.efirst.com.au/product.asp?pl=214&dD=18&c=3449
¹⁵ Edwards, J., Tickell, S.J., Hoel, C., Willocks, A.J., Eaton, R., Cramer, J.J., King, R.L. & Bourton, S., 1994. Port Campbell Embayment 1:100 000 geological map. Geological Survey of Victoria. Accessed from: http://earthresources.efirst.com.au/product.asp?pl=214&clD=18&c=3449



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Associated soil types are predominantly black and brown sodic mottled, heavier textured subsoil horizons, and texture contrast soils such as Brown Sodosols, Black Chromosols, and Sodosols.¹⁶

Maher and Martin¹⁷ classified soils (which includes the LGA) into soil profile classes suggesting the study area soils consisted of soils with strongly developed hard-setting surface horizons, over mottled clay subsoils that are yellow or yellow-grey. Soils with acid, neutral and alkaline soil reaction trend to occur throughout the region along with indications of intermittent waterlogging.

The A1 (uppermost) horizon typically consists of fine very dark greyish brown to dark brown sandy clay loams, silty clay loams, but more commonly clay loams, 20cm thick, and ranging from 5-30cm.

The A2 horizon similarly consists of sporadically bleached light grey dry, dark brown moist fine sandy clay loams, silty clay loams, but more commonly medium to heavy clays, 20cm thick, and ranging from 10 - 35cm. Moderate to abundant levels of ironstone gravel or buckshot are usually concentrated in the lower portion of this horizon.

4.6. Challenges

The challenge to long-term sustainable wastewater management within the LGA depends on balancing the preference for lifestyle acreage lots on the City's unsewered edge and environmental sustainability and amenity protection.

The following section summarises key OWS issues within each key township within the WCC LGA.

- Ensuring stormwater runoff does not impact on the receiving environments and waterways;
- ٠ Increasing population pressure placing greater demands on infrastructure;
- Adaptation of policies and programs to changing demographic groups; .
- Small lots, aged, non-permit, and unmaintained systems;
- Challenging soil textures in areas of small unsewered lots.

5. Risk Assessment

Public Health Drinking and Recreational

Water

5.1. Risks Associated with Domestic Wastewater

The DWMP needs to assess the potential threats from domestic wastewater and the values of the receiving environments within a risk assessment process that has regard for both issues. All wastewater generation and/or discharges are seen to be a threat with potential harm to human health or damage to the receiving environment.

Domestic wastewater is typically high in nutrients and human pathogens.¹⁸ Wastewater poses a public health, environmental, legal, and economic risk. Warrnambool is a city that prides itself on its natural assets as well as living amenity. Poor wastewater management threatens these values and undermines the municipality's ability to attract more residents, businesses, and tourists to the area.

Wastewater risks and threats that need to be considered, their cause, and key impacts are described below.

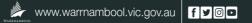
Table 7 - Potential risks associated with inadequately managed wastewater.

Drinking water supplies becoming contaminated with chemicals and bacteria from effluent as a result of poorly drained soils; small lot sizes; high usage; ageing septic tanks; and lack of proper maintenance of septic tanks.

Illnesses that are contracted from effluent contaminated water include Gastroenteritis, Shigellosis, Giardiasis, Cryptosporidiosis and Hepatitis.

Statistically significant risk of illness if people come into contact with contaminated water used for

hardwards. https://www.epa.vic.gov.au/~/media/Publications/891%204.pdf



¹⁶ Victorian Government (2017). Victorian Resources Online; Geomorphology of Victoria - Tier 2. Accessed from: <u>http://vro.aariculture.vic.oov.au/doi/vro/vrosite.ns/nages/grg_vic_tier/2</u>

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	recreational purposes. Illnesses include ear and eye infections and respiratory infections.
Environmental	Septic tanks contribute high rates of nitrogen and phosphorous to water catchments due to surface runoff.
	Septic tanks create direct bacterial contamination of the environment stimulating algal and weed growth.
Economic	From an economic perspective, rectifying environmental contamination is costly. Management should be focused on prevention. In the event of contamination of ground and other waters there is the cost of advising residents, the effect on visitors and tourists to the area, managing community anxiety and the indirect costs associated with the perception that the area is unsafe. For the owner/occupier the cost of replacing wastewater systems can be expensive.
Legal	Council has quite clearly established statutory duties under the provisions of the <i>Environment</i> <i>Protection Act</i> 1970 and <i>Public Health and Wellbeing Act</i> 2008. Council has a duty to exercise its enforcement powers where it knows there is a breach of the legislation and there is a likelihood of injury.

Table 8 – Key threats and impacts of onsite wastewater management systems.

Threat	Cause	Key Impacts
Failed systems with off-site discharge LOW	Damaged effluent disposal drains/trenches Increased loading from extensions to dwellings Design criteria not complied with Faulty installation New works and activities impacting on disposal envelope Age of septic system Septic tank full Poor maintenance	Nutrients Pathogens Odour Visual amenity Oxygen depleting material Local land degradation Pollution of watercourses Pooling of water causing mosquito breeding
Treated off-site effluent discharge LOW	Permitted system	Pollution of watercourses Local visual amenity
Untreated off-site greywater discharge LOW	Poorly maintained system with sand filter not functioning, sand filter bypassed to stormwater, septic tank full	Nutrients and pathogens Odour Visual amenity Oxygen depleting material
Treated on-site effluent discharge HIGH	 Permitted system 	 Pollution of groundwater Local visual amenity
Ineffective regulation HIGH	 Failure to comply with permit conditions Ineffective database Non-connection to sewer Unclear regulatory responsibilities 	 Liability Increased incidence of preventable pollution and environmental degradation Increased risk to public health

6. Assessment of current situation

6.1. Overview of unsewered/sewered issues within the LGA

The existing onsite wastewater situation in Warrnambool City Council mirrors that of surrounding rural and coastal-rural City's further afield in Victoria.

Compliance with relevant wastewater management policy and legislative framework is possible with constructive minor modifications to EH Unit OWS management process, while reducing the environmental and public health impacts of OWS's, and meeting compliance with *ISO 30001 Risk Management* standard.

Findings:

• WCC has knowledge of every parcel in the LGA with an OWS, and has 80.4% system knowledge coverage, 40% higher than the Victorian LGA average.

Reedbed (2)

Worm Farm (2)

Domestic Wastewater Management Plan 2020-2025

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Currently 998 OWS's exist within Council boundaries. Of these 998 systems, 196 non-permit systems (19.6%) (>25-years old) situated on reduced size lot sizes (<2000m²), and within watercourse setbacks (see Figure 33). A further 802 systems have permits, with a proportion of these influenced by similar constraints listed above, and with a proportion of these systems due for upgrade. This is a significant issue highlighted by Jago (2018)¹⁹ where reduced knowledge of existing system location, age, management, and impacts LGA-wide system performance. With 80.6% of the systems already known, the compilation of high-coverage system data is therefore a key requirement of this DWMP. Legacy systems (OWS within sewer area not connected to sewer) within sewered areas such as Allansford, Dennington, and Warrnambool are also a key issue requiring attention due to the potential impact of failing OWS's within the potable water coverage area. Such systems can only remain if they include an existing secondary treatment system where monitoring, management, and reporting are key components of retaining such devices. Unsewered areas within the LGA include western fringes of the city such as Dennington and Yarpturk, Woodford, Bushfield and Wangoom to the north, Allansford to the east, and Hopkins Point to the south. Parts of Dennington and Hopkins Point contain in some cases excessively-draining sand-based soils, whilst all other areas include medium-clay subsoils with reduced subsoil depths. Sewered areas include parts of Allansford and the greater Warrnambool urban area. Various OWS types are utilised within the LGA, dominated by septic tanks and soil absorption disposal systems. however recent changes to EPA Codes of Practice have increased the use of secondary treatment systems (see Figure 34). Like all other Victorian Council's, maintenance of all system types is severely lacking and must be addressed across Victoria into the future. **OWS'S IN WCC OWS'S IN WCC** Septic Tank (947) Systems with permits AWTS (44) Sand Filter (3) Svstems

Figures 33 & 34 - Status of OWS (permits v non-permits) within the Warrnambool LGA; types of treatment systems used.

without permits

6.2. Small lots

80.4%

The potential for sustainable OWS and determination of suitable OWS system options is dependent on the amount of adequate area available for the OWS. This useable lot area for effluent management broadly refers to available (i.e., not impacted by infrastructure footprints) where the OWS will not be unduly constrained by site and soil characteristics.

The smaller the lot, the more difficult it is to treat and retain wastewater onsite in accordance with current EPA Code of Practice requirements (see below). A properly sized land application area provides long term, sustainable effluent loading rates that match the assimilative capacity of the soil and vegetation systems. Conversely, improperly designed or undersized land application areas are more likely to fail and lead to potential adverse impacts on both human health and the environment.

Using cadastral data, slope and soil characteristics, there are some parcels that will struggle to contain effluent within lot boundaries if systems fail (see *Figure 35* below). These parcels are located concentrated in Bushfield, Woodford, and Allansford, which have a relatively large number of small lots less than 2,000m² and 5,000m². Clay-based soils on small

🦫 www.warrnambool.vic.gov.au 🛛 f 💆 🖸 🗖

¹⁹ Victorian Government 2018, Victorian Attorney General's Department. Managing Impacts from Domestic Wastewater. Accessed from: https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.pdf

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lots don't have the repeated assimilation capacity especially in winter to support trench-based systems on lots less than 2,000m².

The EPA Code (2016 - Section 2.3.5) suggests; the principles of efficient resource use should also be applied when considering the options for all onsite wastewater management. This is especially the case for homes on small lots of land (<4,000m²) in unsewered areas which, to contain (recycle) all wastewater onsite, must minimise the amount of wastewater generated.

Through the planning process, the feasibility of providing a reticulated sewerage system should be seriously considered for the subdivision/development of small lots. In allotments smaller than 10,000m² (1 hectare), this area should not be seen as a minimum lot size but as a risk threshold, as lots smaller than 10,000m² may be unable to retain all wastewater onsite.

Treating greywater and 'blackwater' separately, and recycling a portion of the greywater effluent indoors for approved household uses, is one way of reducing the volume of wastewater discharged to the land, even though the nutrient and salt loads applied to the dispersal area remain the same. Retrofitting septic tanks if 3200L with sand filter or Rhizopods can reduce land application area footprint and provide enhanced wastewater treatment.

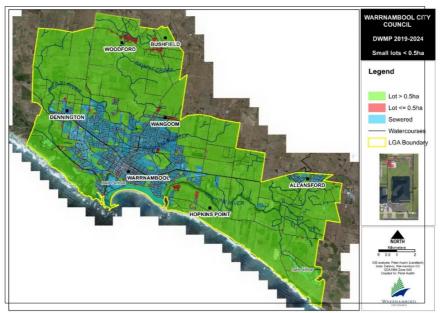


Figure 35 - Image depicts the predominance of small lots through Woodford, Bushfield and older parts of the LGA, increasing required management.

Findings:

Small lots will require special consideration as they generally do not meet the broad design objective of this DWMP. The first priority with restricted sites is to protect public health and deal with hydraulic load. This usually involves the secondary treatment of the wastewater, and in some cases the installation of a compost toilet to reduce the hydraulic load. With upgrades on small blocks it is sometimes necessary to place the LAA (i.e. disposal area) inside buffers. In such cases it is usual practice that if the buffers cannot be met, secondary treatment is required and depending on site constraints, disinfection may be required.

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6.3. Aged systems

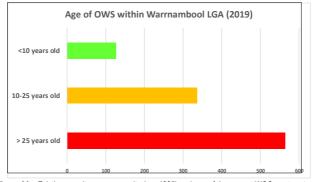


Figure 36 - Existing permits vs non-permits (pre-1995) and age of the current WCC wastewater systems.

With a suggested typical lifespan of 25-30 years, most OWS's in the WCC LGA are aged, reflected by the number of non-permits (pre-1995), and based on WCC database data collection periods (see *Figures 36-37*).

With age comes system failure due to few or many integrating factors such as lack of maintenance, system abuse, effluent disposal area compaction, lack of septic tank pump-out or AWTS maintenance. This has significant potential, via intense rainfall events and background failure, to impact surface water quality and reduce public health outcomes.

Findings:

- Some home owners are unaware of maintenance requirements and thus performance. System performance is the key indicator of OWS health and functionality that typically reduces as systems age.
- Areas such as Allansford, Bushfield, Woodford, and north Wangoom contain elevated dwelling numbers with aged OWS's requiring future upgrade, and subsequent increased direction and regulation by Council.
- These dwellings are on reduced-sized lots, have a non-baffled septic tank, and an undersized and nonfunctioning trench system. Such situations can be managed however may require costly system replacement and/or modification.

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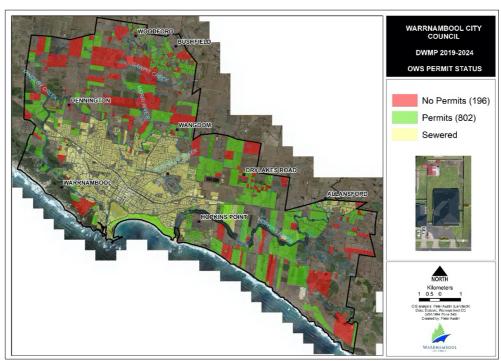


Figure 37 - Map depicts parcel-based permit vs no permit which shows permits are lacking in aged and unsewered parts of the LGA.

6.4. Upgrade challenges

With potentially 50% of OWS's in the LGA requiring upgrade (see *Figure 36*), it is clear a transparent and evidencedbased approach to such a challenge is used. Increased system maintenance requires continued behaviour change via targeted education, increased engagement and enforcement, with the promotion of both cost-effective and useful owner information required.

Potential upgrade requirements have been analysed at desktop level reflected by approximate (indicative) systems without permits (pre-1995 and >25 years old) in each area, such as shown in figure 38.

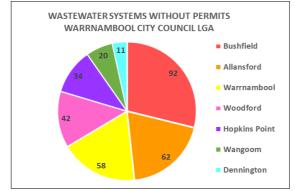


Figure 38 – Graph and table depicts the current number of non-permit systems within various unsewered areas.

Findings:

• Council must provide clear and effective wastewater regulation that is pragmatic to not only the needs of the community, but also to environment and public health protection.

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- Systems requiring upgrade should be inspected by Council EHO's who should assess each site based on site context, hydraulic load, owner's future extension plans, and socio-economic limitations. Abrupt upgrade of systems (system failure/surface discharge/nuisance) requires immediate attention from the EH Unit, owner/occupier, and plumber, typically via a site meeting.
- Upgrades on small lots (<2000m²) should be prioritised, in addition to targeted education material and advice.
- Lots 2000m² to 5000m² should then be next inspected, with owners encouraged to view the real importance of their OWS to their hip pocket when systems are not maintained.
- Bushfield, Allansford, Warmambool, and Woodford will require increased attention from the EH Unit based on the potential upgrade requirements ahead of it. Council should implement equitable development approvals and upgrade guidelines, to work with existing owners in achieving effective public and environmental health outcomes. This DWMP details an upgrade process, which will provide a clear and transparent upgrade assessment process. In some instances, system pump-out and trench renovation may be enough to extend the life and compliance of a particular OWS.
- Other systems will require more extensive modification works which may include for example on small lot's; septic tank (with baffle) retained and pumped-out, with pump-well and Rhizopod system installed on reduced foot-print (and with treatment to secondary quality 20:30:10 and higher). These systems are said to produce no effluent output and may be a cost-effective system renovation option for the large number of small lot/upgrades required throughout unsewered Victoria.

6.5. Operational performance unknown

Based on the information regarding extent of aged systems and upgrade requirements, it could be suggested that operational performance is currently unknown within the LGA. The commencement of an Operational Risk (OR) rating program for each system (via inspection) is required, to manage collective OWS performance, a key part of this Plan.

Findings:

- Septic tank pump-out compliance within most Victorian LGA's is generally low influencing system operational
 performance and therefore system and risk management failure. Enforcement of permit conditions is a
 challenging regulatory environment for Council, requiring simple and flexible enforcement tools.
- Septic pump-out can be increased through targeted education as owners realise the cost-impost of
 replacement of trench areas after the system has passed solids to the effluent field. This clogs the field requiring
 expensive and inconvenient repair works.



Figures 39-42 – Systems within watercourse setbacks evidenced during DWMP audit; all locatable, managed, and maintained therefore reducing operational risk.

- AWTS's also require quarterly maintenance which is completed by approximately 1 in 7 AWTS owners throughout Victoria. Cost impediments and lack of local plumbers willing to service systems further reduces system maintenance and collective LGA-wide system performance. Increased post-treatment sampling (testing) is required and must include output performance of systems based on TSS/BOD/E.coli parameters.
- Owners of AWTS's, including commercial-sized businesses, are required to submit annual wastewater samples for analysis and reporting to Council. This occurs in a third of cases and where cost-restrictive quarterly service impediments strain socioeconomic groups across the LGA. Innovative options such as RTO-based owner service training may be a solution to low service of AWTS's within the LGA and across Victoria.

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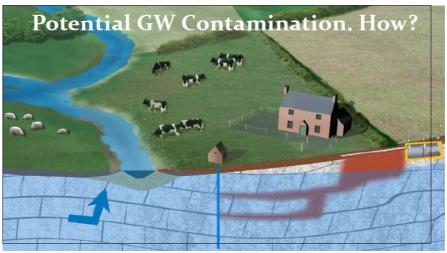
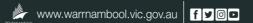


Figure 43 - Potential groundwater contamination pathways for onsite wastewater effluent (Source: Latrobe University 2014).

6.6. Cumulative impacts

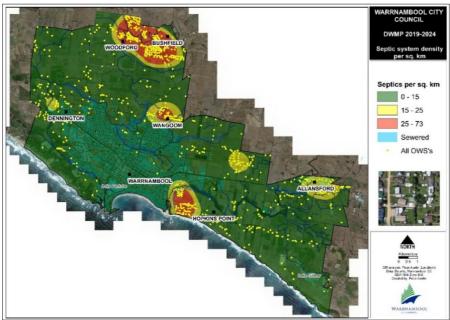
"The impact of OWS on the local environment is increased by the concentration of wastewater disposed to land. The number of houses per square hectare becomes an important consideration when assessing the current conditions within a particular township area. Current research²⁰ ²¹ ²² suggests a threshold of 40-50 OWS's per square kilometre and above begins to impact groundwater due to concentration of septic tanks.

•	Areas such as Woodfield and Bushfield are already at this threshold point (see Figure 53), requiring conservative
	wastewater planning into the future. Section 1.6 of the current EPA Code of Practice suggests: To minimise the
	cumulative impact of wastewater, effluent must be contained onsite within the boundaries of the allotment. This
	aims to prevent the transport of nutrients, pathogens and other pollutants to surface waters and to prevent any
	negative impacts on 'groundwater beneficial uses' within the catchment (Clause 32, SEPP Waters of Victoria 2003).
•	OWS are not recommended for high density allotments. <i>Figure 44</i> shows the septic density throughout the
	Warrnambool LGA, showing significant potential impacts in the townships of Woodford and Bushfield and the
	Wangoom Road and Hopkins Point areas.
•	Assessment of allotment density (used instead of dwelling density for future planning purposes) is a significant
	consideration during township land capability assessment.
•	Assess existing block density in unsewered areas and investigate options to reduce density to sustainable
	levels.
•	Develop clear policy guidelines for future developments in unsewered areas and for unsewered allotments.
•	Review Planning Scheme and other relevant Council policies to identify opportunities for improvements to
	wastewater management clauses and/or policies.
•	Continue to investigate and upgrade appropriate design standards for high risk areas so as to inform any future
	improvement plans.



 ²⁰ Whitehead JH, Geary PM (2000) Geotechnical aspects of domestic on-site effluent management systems. Australian Journal of Earth Sciences 47, 75-82.
 ²¹ Edis R (2013). Approaches For Risk Analysis Of Development With On-Site Wastewater Disposal In Open Potable Water Catchments, Prepared for Mansfield Shire Council.
 ²² Urban Groundwater Pollution: IAH International Contributions to Hydrogeology 24, edited by David Lerrer.

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The West Australian Water Authority has set a limit of 25 septic tank and trench systems per square kilometre where there are significant potable water supplies from groundwater.¹Other references suggest a density of 15 septics/ km² which has often been 'rule of thumb' and commonly used with the caveat being implications of soil type, system maintenance, and the age of septic tank systems. This is similar to a **US Environment Protection** Authority recommendation that more than 15 septic tank and trench systems per square kilometre have the potential to contaminate groundwater. Studies of on-site system density and surface and groundwater quality in five sensitive coastal catchments in New South Wales and Tasmania demonstrate some direct linkages between on-site system performance, system density and receiving water quality.

Figure 44 – Septic density throughout the LGA includes significant potential impact in Woodford, Bushfield, and Hopkins Point areas.

6.7. Awareness of alternative systems

Wastewater management policy and legislative framework continues to evolve, requiring plumbers to stay up-to date. This is easier said than done. Council understands that time off-site for plumbers means lost revenue.

Local plumbers require transparent onsite wastewater installation options which will contribute to OWS best-practice and environmental benefit.

6.8. Agency support for connect to sewer

More support is always needed from water authorities such as Wannon Water with connect to sewer provisions, monitoring of 'legacy' systems, and supporting small township schemes for additional unsewered areas of Allansford, and new planning for Bushfield, and Woodford.

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6.9. Systems inside watercourse setbacks

Within the WCC LGA there are significant numbers of dwellings and their OWS's situated within either of the critical 30m and 60m watercourse/wetland setbacks, and the 1 in 20-year flood setback. The main areas containing systems within setbacks includes Woodford, Dennington, Bushfield, Hopkins Point, and Allansford. Detecting and auditing all non-permit systems within setbacks must be a first priority of this plan.



Figure 45- High-risk effluent disposal adjoining (within 30m setback) the Merri River. Excessive weed growth within adjoining parts of the river provide a clue to this system's sustainability and reason to connect to sewer.

Findings:

Whilst this is not an optimal outcome, it was evident from targeted recent audit that system owners (within such areas) were aware of setback risk and with direction from previous Council EHO's had well-located, designed, and maintained systems.

Inside setbacks typically require a higher level of treatment, with disinfection and effluent disposal fields located above or outside setbacks.

Pumping to such fields (as evidenced in Woodford, Bushfield, and Dennington) is not optimum, but due to past planning intricacies must be EH-Unit audited if use.

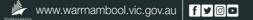
7. Township Wastewater Challenges and Solutions

7.1. Woodford

Woodford is a key unsewered township 5 km to the north of Warrnambool and includes rural and residential-type lifestyle lots including varied age dwellings, and therefore varied-age onsite wastewater systems.

Riverine and floodplain landscapes dominate this area especially proximal to the village precinct (primary school) with flood and setback constraints, in addition to sloping sites proximal to the Merri River and tributaries.

The Woodford precinct is dominated by ex-volcanic and highly weathered clay-based light to medium soil textures, forming part of constraints that include slope, lot/parcel size, and setback constraints.



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A number of properties from 2019 audit exist within the 60m and 30m watercourse (Merri River) setback and pump effluent away from watercourses. This is not an optimum management option however with monitoring can be effectively managed.

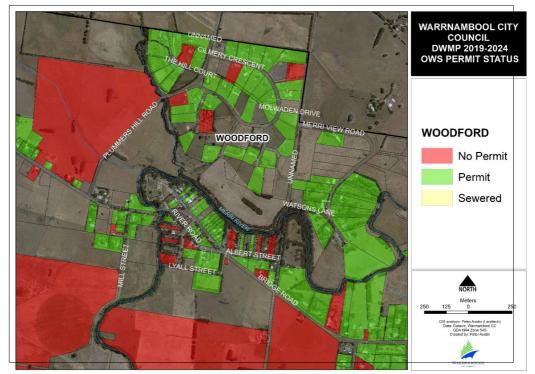


Figure 46 – As can be clearly seen, the Woodford/Bushfield study areas have an issue with many unknown system status and performance via not having an existing OWS permit.



Figure 47 - Watercourse setback is a feature of this part of Woodford, looking toward the Woodford Primary School.

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Parcels exist within watercourse setbacks, some on small lots (<0.5ha), with a number of lots inside the 1 in 20-year flood inundation coverage (contravening the EPA Code).

Historic small lot titles contribute to highly constrained lots within the floodplain section proximal to the Woodford Primary School and Jubilee Park.

Many of these lots have no OWS permit, with aged septic tank-based primary systems now requiring upgrade.

The same lots are within Merri River watercourse setbacks and 1 in 20-year flood inundation levels. Such areas require close scrutiny until entire upgrade of the area is completed. Risk mapping outcomes within this area reflects the varied constraints influencing such sites (see *Figure 46*).

Risk-based wastewater performance monitoring is therefore suggested for the Woodford area reflecting its overall higher risk-rating.

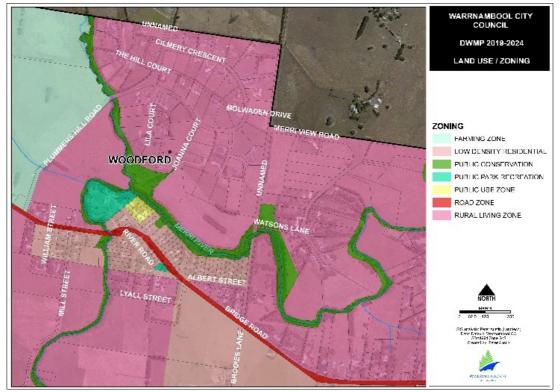


Figure 48 - Woodford's dominance of Rural Living and Low Density Residential zoning.

Effective wastewater treatment and disposal is obviously influenced by lot size with Woodford including varied larger lot sized zoning such as: Rural Living Zone (RLZ) (2ha minimum), Low Density Residential Zone (LDRZ) (0.4ha minimum), in addition to overlays such as Heritage Design Development and an Environmental Significance Overlay (Merri River).

Similarly houses permitted on land of 2ha without a permit except at Plummers Hill where 0.5ha applies. In the Low Density Residential Zone a minimum lot size of 0.4ha applies.

It must be accepted that some risk within the Woodford area is curbed by this zoning where larger lot sizes increase longer-term effective wastewater outcomes (such as within the Cilmery Crescent precinct).

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The *RHHS*²³ suggests both Woodford and Bushfield are poorly served with utility and convenience services, and that given the waste management issues (wastewater) it is questionable whether the purpose of the Low-Density Residential Zone can continue to be met.

The report suggests that 'constraints on development include a lack of services, in particular the provision of a sewer service, the inability of soils to carry much further growth in septic services, and the topography of the river environs'.

Deferred growth pending early resolution of sewer servicing options should be considered which might include changing the minimum lot sizes in various parts of the settlement.

Council would be aware that considerable opportunities for growth in both Low Density and Rural Living housing.

Council and water agencies should place a priority on supplying connection to a sewer or other waste treatment before facilitating further major growth or infill.

Sustainability of onsite wastewater management within the Woodford area is strongly influenced by housing age, therefore due to much recent-decade development.

Evidence of this is contained within the Cilmery Crescent subdivision which although constrained by slope, includes more recent secondary treatment systems within large Rural-zoned lots.



Figure 49 – Older sections of Woodford contain small lots <2000m² on often medium clay soil textures. Recommended improvement options

-Assess existing block density and investigate options to reduce density to sustainable levels. Develop clear policy guidelines for future developments within the township.

-Stormwater quality should be monitored to assess impacts to the adjacent waterways, including the Merri River. This should be conducted in addition to audits of septic tank systems that will provide further information on the types of systems installed and their suitability.

²³ CPG Australia, Moyne Warmambool Rural Housing and Settlement Strategy 2010; Accessed from <u>https://www.warmambool.vic.gov.au/Sites/warmambool.vic.gov.au/Files/documents/property/planning</u>

https://www.warrnambool.vic.gov.au/sites/warrnambool.vic.gov.au/files/documents/property/planning/strategies/FINAL%20Rural%20Housing%20and%20Settlement%20Strategv%20Report.pdf

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-It is possible that in the future the community may support the development and implementation of a sewerage service to the township. The investigation of a sewerage scheme including a new Wastewater Management Treatment facility should be considered if evidence of significant risk is discovered and sufficient community interest is shown.



Figure 50 - Climery Crescent Woodford contains some slope-constraining lots managed via terracing, secondary treatment, and upslope diversion drainage.

7.2 Bushfield

Adjoining Woodford to the east, Bushfield also consists of a dominance of historic-title-based small lots (<0.5ha) within Low *Density Residential* zoned areas, with the more optimum *Rural Living* zoned areas, separated by the Merri River. Both Bushfield and Woodford are continue to emerge as one discernible settlement whilst sharing similar OWS constraints.

Bushfield is specifically more residential in character and subject to recent growth and development as an alternative housing choice and environment to Warmambool. It is said to have a distinctive village character and sense of retreat, valued by the local community.²⁴

Bushfield includes a mix of parcel sizes (zoning) influencing lot size constraint, and therefore sustainable wastewater treatment. Constraining such lots further is the influence of highly weathered volcanic soils with a high clay fraction, compacted via years of intensive dairy farming.

²⁴ CPG Australia, Moyne Warrnambool Rural Housing and Settlement Strategy 2010; Accessed from:

https://www.warrnambool.vic.gov.au/sites/warrnambool.vic.gov.au/files/documents/property/planning/strategies/FINAL%20Rural%20Housing%20and%20Settlement%20Strategy%20Report.pdf

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Figure 51 – Bushfield from an OWS perspective is a contrast of the old small lots near the football ground and better-planned rural allotments further west.

Bushfield contains Farming (FZ), Rural Living (RLZ), and Low Density Residential Zone (LDRZ) lots significantly influencing wastewater treatment and disposal. Bushfield includes the earliest subdivisions in the area with constrained lot sizes adjacent to the Mortlake Highway, with larger lots to the west along Bridge Road toward Woodford. Farming Zone lots surround the settlement providing potential for future subdivision and rezoning.

The area based on the east-west (Bridge Road) ridgeline includes north-sloping riverine areas proximal to the Merri River. Soil depth become constrained on such ridgelines with most areas dominated by impermeable clay-based soils.

Flatter sites such as those areas of Bushfield close to the recreation reserve/football ground (Hopkins Highway) are dominated by small lots, medium clay soils, and aged wastewater systems (without an OWS permit).



Figure 52 – A dominance of small lots exist in some cases bordering a key watercourse in the Woodford/Bushfield study area.

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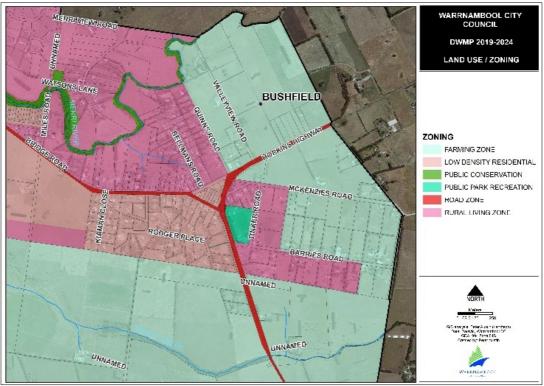


Figure 53 – Bushfield has some similarities to Woodford with Rural Living, Low Density Residential and Farming Zoned lots.

Risk mapping outcomes within this area reflects the varied constraints influencing such sites.

Risk-based wastewater performance monitoring is therefore suggested for the Bushfield area reflecting its relative high-risk rating.

Lot size, soil texture, slope, and watercourse setback constraints exist within the Bushfield study area that contains relatively level to sloping ex-dairy farm landscapes including compacted topsoil profiles. The Merri River environs area is covered by an Environmental Significance Overlay.



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Figure 54 – Reduced lot sizes within the older part of Bushfield constrains effective onsite wastewater management. The lack of services is constrained further by in particular the provision of a sewer service, inability of soils to carry further growth in septic services, influenced by the topography of the river environs.

Within the Low Density Residential Zone a minimum lot size of 0.4ha applies, compounding wastewater issues within the Bushfield study area.

The RHHS suggests²⁵ that 'given waste management issues it is questionable whether the purpose of the Low-Density Residential Zone can continue to be met' (in Bushfield, Woodford).

The RHHS suggests deferring growth pending early resolution of sewer servicing options which might include changing the minimum lot sizes in various parts of the settlement.



Figure 55 - Well-planned area within Bushfield although consisting of lots able to be subdivided to 0.4ha.

The same report suggests a 'do-nothing' approach is not a sustainable response to the planning issues presented by the combined settlements. They suggest that before facilitating infill and major growth that connection to sewer should be prioritised.

A balance needs to be struck between character/amenity protection issues and the growth and maturity of the combined settlements as they move towards a more sustainable community.

The objective should be to offer environmental protection and effective management of wastewater; a broader range of housing choices, while retaining the predominant character as a rural village.

Recommended improvement options

-Stormwater quality should be monitored to assess impacts to the adjacent waterways, including the Merri River by relevant authorities. This should be conducted in addition to audits of septic tank systems that will provide further information on the types of systems installed and their suitability.

-It is possible that in the future the community may support the development and implementation of a sewerage service to the township. The investigation of a sewerage scheme including a new Wastewater Management Treatment facility should be considered if evidence of significant risk is discovered and sufficient community interest is shown.

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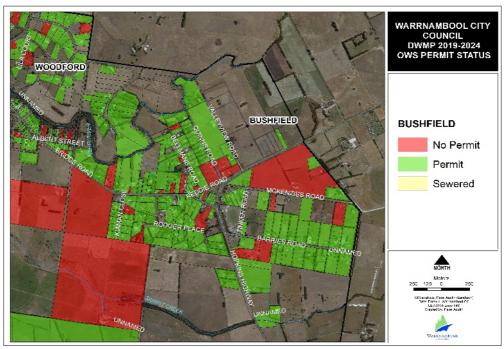


Figure 56 - The challenge ahead for WCC is to increase knowledge of systems throughout unsewered areas as is the case for Woodford/Bushfield.

7.3 Allansford

Located on the Princes Highway 15km to the east of Warrnambool, Allansford consists of floodplain and river-proximal sites, grading to larger rural-residential living within larger Farm-zoned lots.

Established in the 1860's the Allansford study area comprises the old town, rural living subdivisions, and Farm Zone areas surrounding the township. Sewer reticulation is provided for the central parts of the established township (see *Figure 57*).

The Hopkins River traverses the west of the site with some sandstone-based subsoils through the Tooram area constraining OWS's.

Allansford is identified in the Victorian Coastal Strategy as having moderate growth capacity with some pockets of heritage significance and areas of Environmental Significance adjacent to the Hopkins River.

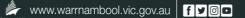
Limestone geology of parts of the Allansford renders significant areas of land seemingly suitable for growth, but unsuitable for development, particularly to the south and east of the town. Issues exist such as flooding of the Hopkins River and the lack of drainage infrastructure and appropriate servicing.

The study area more generally consists of ex-volcanic medium clay soil textures, compacted from past agricultural use, giving rise to winter-ponded clay-based soils within mostly flat sites.

Unsewered areas have historically included an industrial precinct to the north of the Allansford township managing wastewater on lots <2000m². The township area is mostly sewered however includes aged dwellings and related aged wastewater systems (legacy sites) on lot sizes in some cases <4000m².

Significantly for OWS management, land zoning/minimum lot size within the Allansford area includes Farm Zoned, Rural Living, Township, and Low Density Residential zoned lots.

More recent development includes Rural Living Zone lots that have ample land left for sustainable and long-term onsite wastewater treatment options.



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The Allansford study area includes 'legacy sites'; properties without sewer connection after sewer connection became available. Such sites must connect to sewer unless they have a secondary treatment system that is serviced, maintained, and reported on to both Council and Wannon Water. Some legacy sites include small parcel industrial lots.

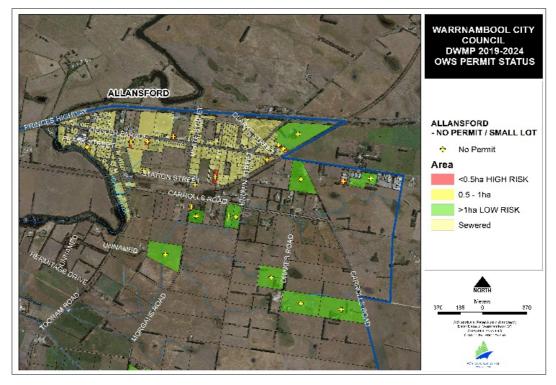


Figure 57 – Lots < 0.5ha lacking an existing permit and therefore reduced means for WCC EH Unit to enforce permit conditions.

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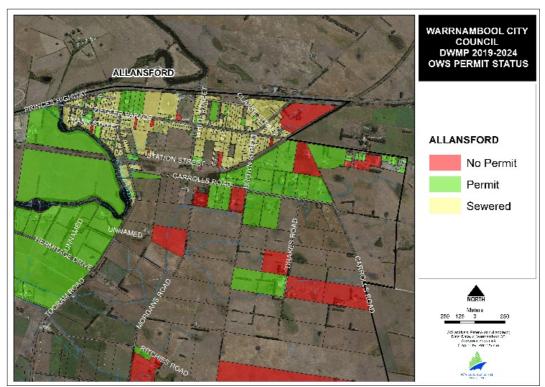


Figure 58 - Parcel-based permit vs no permit comparative map (Allansford).

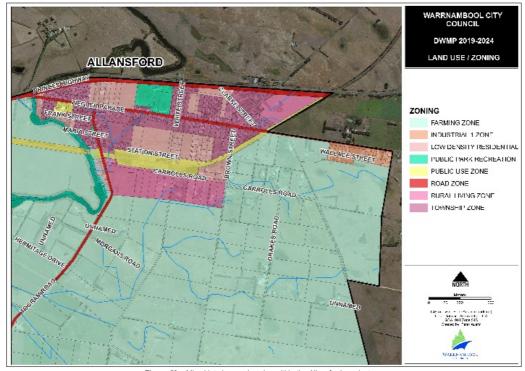


Figure 59 – Mixed lot sizes and zoning within the Allansford precinct.

Recommended improvement options

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-Council will work with Wannon Water to ensure that all properties within the sewerage district that cannot adequately treat and contain wastewater within their boundaries are connected to sewer as soon as possible.

-All rezoning and subdivision in the township are to be provided with sewer.

7.4 Hopkins Point/Logan's Beach

The Hopkins Point/Logan's Beach (HPLB) study area includes the entire coastal strip of land south of the Hopkins River as it flows toward Allansford in the east.

Fortunately for wastewater provision, the HPLB area has retained large relative parcel sizes including Farm Zone (40ha minimum), Rural Living, and General Residential Zones recently sewered.

However, most farming zoned properties in the Hopkins Point area are below 40ha. The biggest allotment is 23 ha and the average would be less than 15ha. Under the Warrnambool Planning Scheme, lots of 15ha can be created in the Farming Zone. There is pressure in the Farming Zone area for house-lot excisions and boundary re-alignments to create opportunities for additional housing.

Small relative lot sizes in the Banksia Drive area, with minimum lot sizes (0.4ha), constrain wastewater disposal options in some instances within watercourse (Hopkins River) setbacks.

Soil types consist of ancient dune systems adjoining fertile lava flow areas resulting from recent volcanism. Sites within this area however are typically dominated by sandy loam soil textures, with soils increasing in clay fraction further east.

Rapid infiltration of effluent constrains wastewater application however mitigatory measures are used such as secondary treatment, use of water saving devices, use of subsurface irrigation and disposal area evapotranspiration techniques.

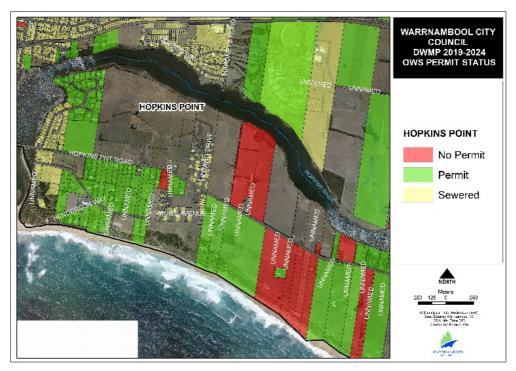


Figure 60 – Large coastal lots to the east of the Hopkins River mouth with many sites elevated and optimum sandy loam soil textures; some with permits, some not.

In the most part, distance to groundwater is not a constraining thus reducing restrictive OWS mitigatory measures required.

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A Significant Landscape (SLO) and Environmental Significance Overlay (ESO) forms much of the area requiring the retention of as much effluent transpiring vegetation as possible. Coastal Acid Sulphate soils, not amenable to onsite wastewater systems are restricted to the eastern part of the study area, adjoining in the west, the Hopkins River.

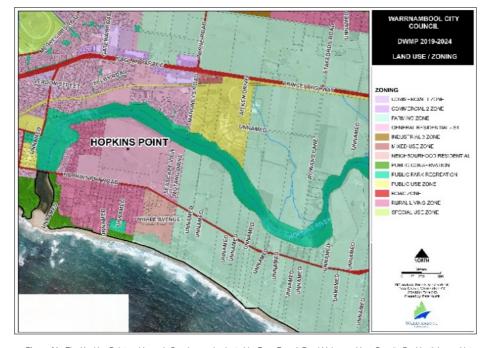


Figure 61 - The Hopkins Point and Logan's Beach area dominated by Farm Zoned, Rural Living, and Low Density Residential zoned lots. With increased lot sizes and the incremental distribution of sewer, much of this area includes existing sustainable wastewater patterns. This may not however remain the case due to future owner subdivision intentions.

Lot size is however the key to all contexts and maximum default lot size should support future sustainable outcomes in areas such as HPLB.

7.5 Dennington/Illowa

The western Dennington/Illowa study area takes in urban/rural land parcels predominantly west of the Merri River where sewer extension has not reached, and includes ex-intensive agricultural soil influences, in addition to reduced areas further south on shallow sandstone-based soil types

A cluster of Farming Zone lots south of the Princess Highway and west of the Merri River on shallow fast-draining sandstone soils provide key wastewater challenges for the EH Unit.

Sandstone-based parcels include high infiltration rates, however conducive sandy loam soil textures, and in few cases groundwater proximity. This requires increased system surveillance and specific design considerations when approving new wastewater systems.

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Figure 62 - West Dennington; an area identified for infill growth and where sewer should follow.

The larger proportion of the study area includes volcanic-based, medium to light-clay soils, with reduced permeability in winter. More optimum light-clay soil textures dominate areas of historic deposition within watercourse and floodplain areas to the east of the Merri River.

Parcels within the Dennington/Illowa area vary in size based on zoning, some within 30-60m watercourse setbacks, and the 1 in 100 and critically 1 in 20-year flood cycles.

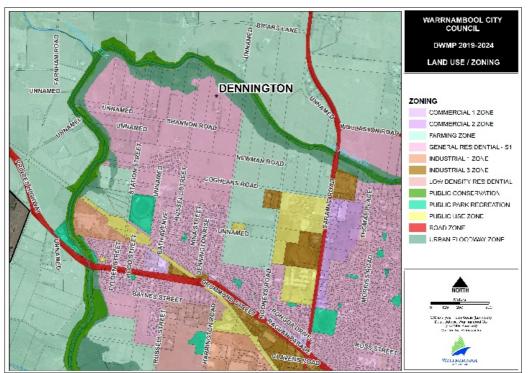


Figure 63 – Residential Zone 1 and Farm Zone dominate the Dennington area.

A recent audit of high-risk sites within setbacks confirms an awareness of homeowners of the risk of their systems, which in most cases have been designed away from critical watercourse setbacks.

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Figure 64 - The LGA consists of many dwellings within both 30m and 60m setback requirements with many having to pump higher to effluent fields due to choice of dwelling location.

The Dennington study area includes reduced numbers of legacy sites; current OWS requiring connection to sewer. Such sites will form part of WCC's priority strategy to connect all legacy sites to the reticulated sewer network.

Again, as in other study areas selected, Dennington generally includes large relative lot sizes, and improved soil textures for sustainable OWS management. This may however change with future planning intentions.

7.6 Wangoom

The Wangoom area is typical of many urban-rural edge type settlements where reticulated sewer has generally not been made available, and which therefore requires careful planning of future onsite wastewater management.

The North Wangoom site lies 3km north-north-east of the Warrnambool CBD. The study area includes a history of intensive agricultural activities reflected in the lack of indigenous vegetation and compacted soil profiles.

The study area includes 51ha of both Farm Zone and *Rural Living Zone* lots. The question of current and future zoning proposals must take into consideration minimum lot sizes for sustainable future domestic wastewater practice.

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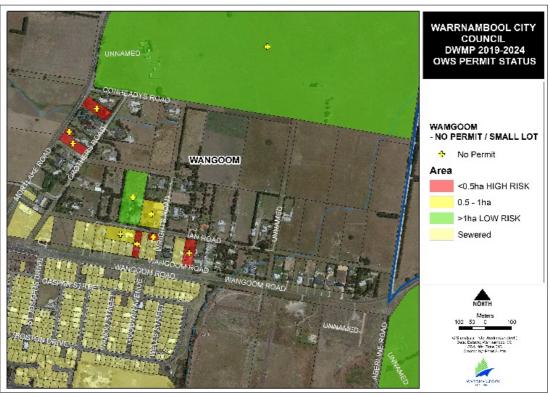


Figure 65 – The north Wangoom study are displays a high number of both constraining small lots and a lack of permit coverage.

Soil texture, permeability, and depth are critical factors required at optimum parameters to support sustainable domestic wastewater management.

From a land use and development perspective the study area consists of lightly-sloping terrain and uniform shallow-topsoils over heavy expansive and poorly-draining medium-clay soils (Category 5/6; *EPA CoP 891.4*).

The study area drains to both the Merri River (north-west of site) and Russell's Creek (east of site), becoming significant in terms of wastewater during and after intense rainfall events. The site has a number of lots within watercourse setbacks (Farm Zone), and where future lots may also be within such setbacks.

Drainage stormwater assets remain significantly limited. Wangoom Road is sealed and has kerb and channel while minor roads are unsealed. There are no underground drains, while the main open drains fall to the Russell's Creek tributary in the south, and to a land depression in the north.

The site includes an area surrounding the Merri River tributary in the north-west of the study area, which is locally steep (to 12%).

This provides an unmanaged drainage site in high intensity rainfall events, discharging into properties below (Hopkins Highway to the west of study area).

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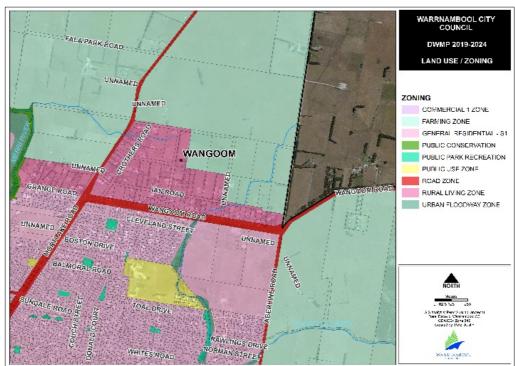


Figure 66 – Rural Living and Farming Zone dominates the Wangoom unsewered areas.

The study area has a high relative number of smaller lots (<0.5ha and potential for creation of further lots to 0.4ha) and significantly already has a high septic system density of 25-60 systems compared to accepted thresholds (25-40 per km^2) for the relatively young age of the subdivision.



Figure 67 – Older section of the north Wangoom precinct, although on larger lots, are constrained by shallow medium clay soil textures, not optimal for effluent disposal.

A small portion of the study area is currently serviced by a sewerage pump station that discharges to the reticulated system south of Wangoom Road.

Wannon Water has expressed the view that sewering lots larger than 2000m² to be economically not feasible, therefore onsite wastewater systems are used and required in all other study area sites.

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7.7 Drylakes Road

Low elevation areas on medium-heavy clay soils typifies the Drylakes Road area. Waterlogging of this and adjoining areas in winter is a feature of this area.

Therefore planning for future subdivision must address this and additional critical wastewater issues discussed below.

In addition to clay-based soils is the lack of topsoil depth, often the optimum soil texture to treat and evaporate wastewater. OWS's in areas such as this must raise effluent disposal areas if in winter waterlogging zones for effective treatment and mitigation of wastewater to the environment.

Such water-logged parcels should be mapped in winter to assist future land parcel unsewered development proposals.

This area should be the focus of moderate to high-risk actions due to the relatively high number of systems without a permit (as seen below). Many of these same land parcels shown in red also exist in winter waterlogged zones.



Figure 68 – Properties lacking OWS permits although on currently moderate risk-sized lots for effective treatment and disposal.

The entire area is part of low elevation landscapes and wetland basins with increase d fragility due to information regarding the area including subterranean sandstone/limestone cave and spring system linked to Maam Reserve. Until the recent decade, some properties along Drylakes Road used Maam Reserve for primary treated disposal of effluent.

Future subdivision intentions must take into account the three key area issues; poor soil drainage, winter waterlogging, and potential reduced lot size (as can be seen from *Figure 73*).

The Drylakes Road area would therefore benefit from being sewer or the development of a centralised system of some kind. There may be some future potential for extension to sewer from Arborline Road or Allansford.

All 50 land parcels are zoned Rural Living Zone with most lots between 1-3ha in size, with lots from 0.8ha to 19.6ha in size.

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Figure 69 – Maam Water Reserve with key vegetation areas shown for significant fauna species such as the White-footed Dunnart.

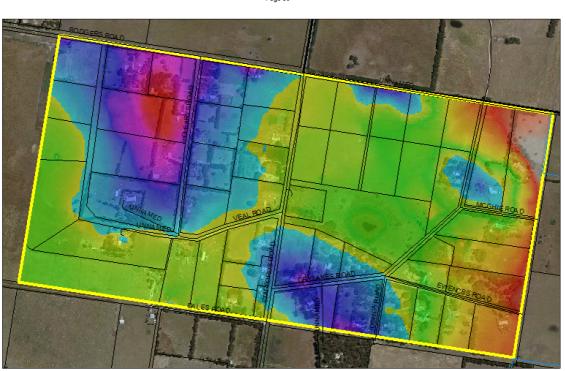
The current septic density is at threshold of accepted 15-25 septics per square kilometre, therefore future planning must take such data into consideration.



Figure 70 – All lots apart from Maam Reserve zoned Rural Living.

Recommended improvement options Effluent disposal areas should be raised in low elevation, Winter waterlogged sites; Lot sizes should remain above 1ha for optimum and reduced risk OWS treatment and disposal; Drylakes area should be case study focus due to water-logging and high non-permit status with inspections encouraged; Improved flood data must be collected for this site to assist future planning.

Improved flood data must be collected for this site to assist future planning.



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Figure 71 - Lower elevation areas in green impacted most by winter waterlogging

8. Implementation of priorities for DWMP

Previously, the effectiveness of wastewater management in the City has been limited due to lack of resources, staffing, and recent overarching financial restrictions such as rate-capping. However there are a number of priorities which have been identified during review of the former 2013 DWMP which should be addressed in this *Action Plan*.

Key strategies/priorities include:

Strategy 1: Address data gaps, audit high-risk sites, and connect legacy sites to sewer

- Strategy 2: Increase owner knowledge and maintenance of their onsite wastewater systems
- Strategy 3: Develop policies and procedures
- Strategy 4: Investigate enhanced Permit Conditions to increase maintenance compliance
- Strategy 5: Source funding for DWMP implementation and/or wastewater management officer
- Strategy 6: Performance Review and Risk Management
- Strategy 7: Work with Planning Unit and Risk Mapping outputs to enhance unsewered growth development
- Strategy 8: Enhance data collection and reporting systems
- Strategy 9: Increase engagement with Wannon Water to enhance OWS management across the LGA

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8.1. DWMP implementation

Implementation will be undertaken by Council's Environmental Health Unit in accordance with the level of resourcing available. Without resourcing, the DWMP will be a strategic document outlining Council's intentions. Potential funding options are detailed in *Strategy 5.*

8.2. DWMP audit and review

The implementation of the DWMP will include progress reporting. The key stakeholder Wannon Water will receive a copy of these progress reports. Other stakeholders will be provided reporting where interest is shown to do so.

In accordance with *Clause 29 (6) of the SEPP Waters 2018*, Council will conduct an audit to assess progress of the DWMP at least every three years and publish the report on its website.

Council will review this DWMP at least every five years per the requirements of Clause 29.

8.3. DWMP stakeholder engagement

Council (Landtech Consulting) produced a draft DWMP (2020-2025) for dissemination amongst stakeholders who were invited to provide feedback during a four-week consultation process.

The key stakeholder is Wannon Water who are responsible for the management of sewer infrastructure. Other stakeholders include:

- Owners or users of OWS's;
- Glenelg Hopkins Catchment Management Authority;
- Environment Protection Authority;
- Department Environment, Land, Water & Planning (DELWP);
- Land Developers, Building Designers, Town Planners, Surveyors, and Civil Engineers; and
- Plumbers.

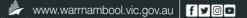
8.4. Existing OWS management in WCC

Making decisions about wastewater system selection, sizing and siting, needs to be based on site-context and localised environmental conditions, rather than adopting a 'one-size-fits-all approach' to minimum lot size or wastewater land application type and sizing. This DWMP advocates an approach whereby all wastewater systems are designed to match intrinsic site conditions.

This approach should ensure that future unsewered rural residential development within each study area only proceeds on land that has an acceptable capacity for on-site wastewater assimilation and management.

The current situation with domestic wastewater in Warrnambool City is summarised below.

- The existing onsite wastewater situation in WCC mirrors that of surrounding rural and coastal/hinterland LGA's in Victoria. However WCC has performed well with 80.6% of systems including a current permit. With suggested actions in this Plan the EH Unit could aim for >95% database coverage into the future and increased OWS management effectiveness.
- Compliance with *ISO 30001 Risk Management* is possible notwithstanding minor data gaps, and therefore increased future effective management of the environmental and public health impacts of OWS's.
- Unsewered areas within the LGA include west south-west fringes of the city such as Dennington and Yarpturk, with Woodford, Bushfield, and Wangoom to the north, Allansford to the east, and Hopkins Point to the south.
 Warrnambool is fortunate not to exist within potable water supply catchments where OWS prescriptions and regulatory measures are typically increased.



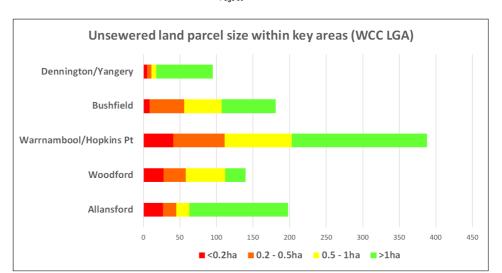
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Figure 72 - Skeletal sandy loam soils within watercourse setbacks require careful monitoring of such systems within the Banksia Drive area.

- Currently 998 OWS's exist within Council boundaries and require both EH Unit-based management and enhanced system maintenance, system monitoring and performance for effective OWS outcomes.
- There are 196 non-permit OWS's (no compliant permit in place) in key constraint areas such as Bushfield, Woodford, Allansford etc., with many on reduced size lots (<2000m²), within watercourse setbacks, and with aged systems (>25 years old))(see *Figure 73* for unsewered area lot size summary).
- A further 802 systems have permits, again a proportion of these have similar constraints listed above. Jago (2018)²⁶ and others highlight the importance of maximising knowledge of existing system location, age, maintenance history, and performance. The compilation of high-coverage system data is a key requirement of this Plan and detailed in *Strategies 1 and 8*.
- Sewerage planning should take into account the existing stock of OWS's, particularly within and on the boundary of regional cities. These zones often contain higher population densities and small (reduced <0.5ha) parcel sizes, amplifying health risks from wastewater systems.
- Approximately 42 'legacy systems' (<u>dwellings within sewer network not connected to sewer</u>) within sewered areas exist such as Allansford, Dennington, and Warrnambool; a key issue requiring attention due to the potential impact of failing OWS's within the reticulated water coverage area.
- Anecdotal evidence suggests that a key barrier to building sewer infrastructure is distributing capital cost
 obligations in an equitable manner. It is usually impossible to broker voluntary agreements between the mix of
 existing households with OWS's of varying levels of performance and time since installation, and the property
 developer who is typically seeking to minimise construction costs.
- What has been observed in practice is that each party act in their own economic interest and often seek to
 avoid making payment if legally able to do so, even when they gain benefit from the group provision of sewer.
 The other parties then understandably do not wish, or are simply not able, to pay for the entire sewer scheme
 and the proposal does not progress further.²⁷

²⁶ Victorian Government 2018, Victorian Attorney General's Department. Managing Impacts from Domestic Wastewater. Accessed from: <u>https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.odf</u>
²⁷ Ballarat City Council 2018. Ballarat City Council Domestic Wastewater Management Plan; Accessed from: <u>https://mysay.ballarat.vic.gov.au/43478/documents/98324</u>



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Figure 73 - As with most unsewered areas in Victoria, optimising lot size for effective wastewater treatment is a key aim for sustainable onsite wastewater management.

9. ACTION PLAN

9.1. DWMP Strategies

This Plan has identified 9 key strategies for the management of onsite wastewater.

Strategy 1: Address data gaps, audit high-risk sites, and connect legacy sites to sewer

A comprehensive assessment of onsite wastewater systems within the LGA would establish the basis for a coherent, efficient, and cost-effective approach to planning and the provision of sewer infrastructure for a growing regional coastal city.

A complete OWS dataset would support Environmental Health Unit (EH Unit) efficiency and has the potential to improve collective system management, reduce the time and cost of complex septic installations, provide efficient system location data to owners (plumbers, and builders), and supporting components of *ISO 30001 (Risk Management)*.²⁸

The aim should be to increase logged and mapped location and operational performance information of the approximate 226 OWS's with no permit, of unknown age, operational risk, and maintenance history. The end goal is to have all 998 OWS's accurately mapped, and with a known operational risk (OR) status logged into the system database.

The wastewater database will be enhanced by transfer of archived permits, increased location and performance data, and requiring minor modifications to the wastewater component of the *TechOne* system to achieve this.

Tab	le 9	- Strategy	1.
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Strategy 1	Actions	Delivery date	Person responsible	How measured
Address data gaps (non- permit systems)	 -Collate existing archived data sources to locate and determine non-permit system type and age (for follow-up inspection/permit creation/and/or upgrade); -Aim for entire coverage of wastewater systems, their locations, land capability (LC risk) and operational risk* required to support ISO 30001. 	Dec 2024	EHO IT GIS Officer Admin staff	Increase in database coverage Operational Risk ratings

²⁸ Towong Shire Council 2015. TSC Domestic Wastewater Management Plan; Accessed from: <u>https://www.towong.vic.gov.au/planning-rules-payments/planningbuilding/planning/images/DWMP_Working_Draft_September_2016(2).pdf</u>

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	-Implement permits for located/mapped non-permit systems;			logged
Audit high- risk sites	-Audit/Inspect high-risk sites to locate, map, assess risk, and determine maintenance/upgrade requirements: Lots <2,000m ² with no permit, inside watercourse setbacks; Lots <2,000m ² to 5,000m ² with no permit, inside watercourse setbacks; Lots 2,000m ² to 5,000m ² with no permit, inside watercourse setbacks; Lots 2,000m ² to 5,000m ² with permit, inside watercourse setbacks; Lots 2,000m ² to 5,000m ² with permit, inside watercourse setbacks; Lots 2,000m ² to 5,000m ² with no permit, outside watercourse setbacks;	Dec 2024	EHO IT GIS Officer	Numbers of systems without permits located, upgraded, and issued permit Number high risk sites inspected, and risk mitigated
Connect (82) legacy sites to sewer	-Utilise connect to sewer options process created within this DWMP; -Negotiate with Wannon Water regarding inspection and resourcing a connect to sewer program (see <i>Strategy 9</i>);	Dec 2023	EHO IT GIS Officer Wannon Water	Number legacy sites connected to sewer

*Operational Risk generated using key parameters.

Strategy 2: Increase owner knowledge and maintenance of their onsite wastewater systems

Regular maintenance of OWS's often does not occur due to lack of owner knowledge. Ensuring owners (and occupiers/renters) of unsewered properties have the education to better understand their responsibilities in the operation and maintenance of their systems, is key to reducing impacts from OWS's.

Meetings with owners to explain current regulations and requirements for maintenance is identified to be a powerful way of raising awareness, increasing maintenance, and educating system owners around system function, however is resource intensive.

Low AWTS maintenance throughout Victoria must be addressed, however current system warranty and EPA maintenance requirements (quarterly – approx. \$90-\$300 per service) become cost prohibitive for most owners, and where the EPA should be lobbied to accept twice-yearly service to increase 'real' levels of maintenance compliance and desired performance outcomes.

As the database of OWS increases in coverage and becomes more accurate and refined, relevant messaging will become easier and more effective to deliver to system owners.²⁹ Reports can be auto-generated from *TechOne* targeting specific user groups, locations, system types, and maintenance requirements, providing simple tools to actively manage communications.

Strategy 2	Actions	Delivery date	Person responsible	How measured
Increase owner knowledge and their maintenance of OWS's	Targeted communication actions to increase owner's system maintenance (to understand system requirements, location, type, and owner maintenance responsibilities); Utilise <i>manual & automated reporting</i> from TechOne for targeted mail-out/bulk email/phone/site meetings etc., to communicate education information and maintenance alerts (enforced) based on priority OWS's such as:	Dec 2023	EHO Admin support IT	Number systems maintained above 2019 background level Number education

Table 10 – Strategy 2.

²⁹ Victorian Government 2018, Victorian Attorney General's Department. Managing Impacts from Domestic Wastewater. Accessed from: <u>https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-</u> Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.pdf

	Domestic Wastewater Management Plan 2	020-2025		
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Utilise enhanced wastewater database for automated maintenance and education communication alerts for system owners, transferred properties	 Non-permit property owners (system details, promote inspection, deliver education resources); Permit-based primary systems within setbacks on lots (<5,000m²); All AWTS, secondary systems to encourage regular system maintenance; All other primary systems regarding general system operation, problems with septic systems, pump-out frequency, basic maintenance actions; and New owners, persons moving into unsewered dwelling, estate agents, owners of unsewered dwellings with tenants, owners upgrading systems to include wastewater status. Enhance Council OWS resources to include website, factsheets, installation guide, DWMP, approvals process, 	Dec 2023 Ongoing		packs sent to property owners, stakeholders Number systems upgraded as result of increased education Number workshops and community wastewater
	connect to sewer information, community-based workshops, short-video, guest plumber video, articles in local media, social- media, other community engagement platforms etc;			forums held annually for plumbers and community
	Plumber information provision should be increased (enhance knowledge of alternative system install techniques and operation and changed legislation/guidelines) via information dissemination; and,	Ongoing		
	Complete Onsite Wastewater Installation/Maintenance Guide.	Dec 2022	EHO Admin support	Guide completed and numbers posted / viewed

Strategy 3: Develop policies and procedures

Effectively-considered *policies and procedures* should be prepared to provide a framework from which to guide OWS management within the City, including techniques for managing non-compliance. This includes a procedure for effective internal maintenance and management of WCC-operated systems in sewered areas at risk of causing environmental impact.

Most procedures are required to be developed such as but not limited to non-permit to permit process, new system approvals procedure, and upgrade approvals processes for aged and failing systems. The development of a strategy to prioritise sewer connection is required with input from Wannon Water to connect legacy sites to sewer.³⁰

Table 11 - Strategy 3.

Strategy 3	Actions	Delivery date	Person responsible	How measured
Develop policies and procedures (to include permit conditions, new	 Develop the following procedures to become policy: New system approvals process; Upgrade approvals process; Connect to sewer process; Permit condition changes; Non-permit to permit process; 	June 2021	EHO Admin support	Number procedures completed and implemented Systems upgraded
system approvals, and upgrade of aged/failing systems)	 LCA assessment process; Approved LCA assessors list/process; Audit/Inspection process; System location data collection/transfer process; Operational Risk ranking process; 	June 2023		through utilising upgrade and enforcement procedures

³⁰ Mansfield Shire Council 2014. Mansfield Shire Council Domestic Wastewater Management Plan, Accessed from: <u>https://www.mansfield.vic.gov.au/residents/building-and-planning/septic-tanks/domestic-</u> wastewater-management-plan

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 Enforcement (failing/aged/non-maintained systems) process; June EHO training procedure; 2024 Domestic Wastewater process (policy); Transferring OWS permits when property subdivided process; Develop process for cancelling permits when sewer is connected via a link with Wannon Water. 	
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Strategy 4: Investigate enhanced Permit Conditions to increase maintenance compliance

Currently OWS permit conditions restrict the ability of Council to enforce non-compliance of system maintenance and upgrade (30+years old systems). The permit system (via the EP Act 1970) is the key method of enforcement and must be a focus of this DWMP (currently under legislative review with information expected from the Victorian EPA by June 2020).

Permit conditions must be strengthened to both assist with increased system maintenance, upgrade, and compliance with permit conditions.

The EH Unit should seek advice from DELWP, EPA, and WCC legal sources regarding the opportunity to retrospectively amend existing permits, issue new permits, or introduce a local law to add conditions requiring regular maintenance and replacement of systems after 30 years on all permits etc. This should concur with outcomes of the updated EP Act in 2020.

Table 12 - Strategy 4.

Strategy 4	Actions	Delivery date	Person responsible	How measured
Investigate enhanced Permit Conditions to increase maintenance compliance	 Seek legal advice (and liaise with EPA) as to current <i>Permit to Install/Use</i> conditions to assist in increased maintenance compliance and enforcement processes such as: Requirements to service (maintenance frequency based on system type and risk); Connect to sewer; Retrospective Permit conditions (systems currently without permits, current permit holding systems); Upgrade requirements stated; <i>Enforcement process</i> (failing/aged/unmaintained systems) (detailed in Permit conditions for retrofitting septic tanks to achieve improved treatment efficacy in upgrade situations; Consider introduction of 2-yearly owner-instigated OWS 'condition report' requirement (on a timed or EHO-directed basis); Annual secondary treatment effluent quality sampling and reporting conditions; A requirement for activated alarms to be fitted to pumps and operable and monitored at all times; A requirement that risers be fitted to all system components and all access openings brought to ground level for permanent system location; 	June 2022	EHO Senior WCC management Legal sources	Number properties increase in maintenance Number properties connect to sewer Number properties upgraded Number permit conditions changed, positive OWS outcomes
	 Permit conditions included for commercial-sized activities to have pre-treatment (e.g. grease trap) as per Wannon Water trade waste requirements. 	Dec 2022		Change in permit conditions
	Consider waiving 'alter' fee for self-identified upgrades.	June 2022		Action accepted

Strategy 5: Source funding for DWMP implementation and/or wastewater management officer

The income derived from existing statutory fees and charges for OWS management within WCC EH Unit will not adequately resource a DWMP inspection or implementation program. The sourcing of funding for the implementation of, for example, a connect to sewer project, high-risk inspection program, retrospective permit issue program, could fund a part-time OWS management officer to complete such actions.

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A large regional Council recently (2018) suggested³¹ that the approximate cost for a full-time authorised officer is in the order of \$80-90,000 per annum (400-600 inspections). This equates to an ongoing cost per septic tank of less than \$91 per annum for the 998 operational systems within the LGA.

The case for DWMP implementation may be more achievable if the officer was employed part time (0.4 EFT etc.) to audit high-risk OWS's, perform strategic education activities, and improved data recording.

Consideration of innovative funding and resourcing measures are required and may include application to varied-level government agency funding sources and by using programs such as the EPA OPLE (Officer for Protection of the Local Environment) program or Swinburne/Flinders University Environmental Health student or contract options could be considered for implementation of parts of this Plan.

Table 13 – Strategy 5.

Strategy 5	Action	Delivery date	Person responsible	How measured
Sourcing funding for wastewater audit/enforcement officer	Investigate options for funding for audit/enforcement officer from the options explored: Option 1: Septic tank fee for service Option 2: Joint funding from key stakeholders Option 3: Pump out levy model Option 4: Funding through the general rate base Option 5: Government licencing programs Investigate resource options such as EPA OPLE	Ongoing Dec 2022	EHO Wannon Water GHCMA WCC EPA Vic Govt. Legal sources Wastewater system inspection contractor	Funding options considered and enacted Funding raised each financial year Time-fraction OWS management officer employed
	program, EHO Technician, wastewater contractor, or student placement options.			

Strategy 6: Performance Review and Risk Management

Managing the risk posed by OWS's and understanding performance outcomes resulting from such actions will support efficacious OWS management within the LGA.

Targeted system inspections must be risk assessment-based and coupled with compliance action in accordance with the *Enforcement Procedure* (see *Strategy 3*). The development of an *Operational Risk* (OR) profile should provide ongoing data for strategically targeting future wastewater inspection, education, and upgrade actions.

Based on the requirement for this DWMP to address ISO30001 Risk Management Standard, Council should quantify gains in environmental outcomes as a result of actions within this plan.³² The Victorian Auditor General's Office (VAGO) Audit (2018) recommended³³ key improvements to OWS management within Victoria which guide this Plan.

Reporting, audit, and review of this Plan are detailed in *Appendix 3 and* support iterative and effective enhancements to this Plan.

³¹Ballarat City Council 2018. Ballarat City Council Domestic Wastewater Management Plan; Accessed from: <u>https://mysay.ballarat.vic.gov.au/43478/documents/98324</u>
³² International Organization for Standardization, ISO 30001 Risk Management. Accessed from: <u>https://www.iso.org/files/live/sites/isoora/files/store/en/PUB100426.pdf</u>

3 Victorian Government 2016 Victorian Attorney General's Department. Managing Impacts from Domestic Wastewater. Accessed from: <u>https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-</u> Managing-the-EnvironmentalImpacts-of-Domestic-Wastewater.pdf

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Table 14 – Strategy 6.

Strategy 6	Actions	Delivery date	Person responsible	How measured			
Performance Review and Risk Management	 Generate data and analyse performance of OWS's through quantitative means such as reporting the number of: Policies/procedures completed and implemented; Systems upgraded utilising education and enforcement; Systems maintained above 2019 background level; Education packs sent to property owners; Workshops and community forums held annually; Legacy sites connected to sewer; High-risk systems inspected; Systems without permits located/upgraded/issued permit; Catchment-based sampling process instigated (GHCMA, WW); Improvement in stormwater quality standards (from background level) within high risk areas; 	Ongoing	responsible	EHO Wannon Water GHCMA Community	EHO Wannon Water GHCMA Community	EHO Wannon Water GHCMA Community	Trends showing wastewater management outcomes increasing within the City Operational Risk reduction trends across the system 'fleet'
	Conduct EH Unit strategic sampling of various type OWS's (AWTS, Sand Filters – 20:30:10 & 10:10:10) to assess compliance with EPA treatment standards and inform OWS management direction.	Annual					
	Design and implement environmental monitoring strategy in collaboration with EPA, WW, GHCMA, to include industrial areas, high-risk localities, stormwater and groundwater etc. for environmental contaminants (e.g. nutrients and pathogens), including seeking funding sources for such activities.	2023					
	Identify and collate relevant existing environmental data for the WCC LGA to quantify wastewater impacts on waterways, groundwater, public health, and climate change (add data to Exponaire framework where possible).	2023					
	Engage with agencies and community groups for a shared online portal for collection, storage, analysis, and sharing of environmental data results for monitoring impacts of OWS's.	2023					

Strategy 7: Work with Planning Unit and Risk Mapping outputs to enhance unsewered growth development.

The EH Unit and Wannon Water should actively engage with the WCC planning unit to ensure land capability and wastewater constraints are considered at the earliest possible planning stage within unsewered developments.

Integrated actions such as those listed below should be supported by land capability risk data, maps, and overlays generated for this Plan. Such data will require periodic update by WCC's GIS officer.

Table 15 – Strategy	7	
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Strategy 7	Action	Delivery date	Person responsible	How measured
Work with Planning Unit and Risk Mapping outputs to	Integrate with Planning Unit at strategic planning and subdivision developmental stages to ensure sustainable OWS options are planned into future unsewered growth areas and continued referral to EH Unit continues;	Ongoing	EHO Planning Unit Engineering Unit GIS Officer (support)	Input into sustainable wastewater growth outcomes, outcomes

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enhance unsewered growth development	Approvals processes and alternative OWS prescriptions, minimum standards workshops with Planning staff, to increase system awareness and suggest changes to the approvals process;	6-monthly	achieved
	Meet with Planning Unit and Wannon Water annually to discuss sewer programs, future unsewered planning proposals, updates to EPA Codes, legislative and regulatory change regarding OWS's;	6-monthly	
	Provide LC risk map and Exponaire (wastewater) page training to EH and Planning staff;	Annual	
	The EH Unit should support transparent approvals, upgrade, connect to sewer, and strategic education approaches and a reduced need to obtain LCAs. This reduces processing time and cost of obtaining an OWS permit.	Ongoing	
	In instances where the proposed site has identified constraints or other complexities, Council reserves the right to require an LCA at the EH Unit's discretion.	Ongoing	
	It is proposed that the EH Unit develop a wastewater installation guide with approvals, upgrade, and system maintenance guidelines, to assist in reducing the cost of installing and operating an OWS, and providing planners, owners, plumbers, and additional stakeholders key OWS information.	June 2022	
	Investigate sewer option for these settlements.	June 2022	

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Strategy 8: Enhance data collection and reporting systems

The current wastewater database is in the process of being migrated from *Health Manager to TechOne* which is an opportune time to revamp database use and function to support key priorities of this Plan such as increased education and system maintenance actions.

The aim of an effective wastewater database is to enhance customer service, provide rapid access to system information for EHOs/stakeholders, provide a repeatable data collection and system location process, and providing a specific wastewater *Exponaire* platform, supported by risk mapping and land capability risk assessment data.

Table 16 - Strategy 8.

Strategy 8	Action	Delivery date	Person responsible	How measured	
Enhance data collection system to	Utilise actions in <i>Strategy 1</i> to aim for complete database coverage and integration of archival paper-based and non-permit records;	Dec 2024	Plumbers Service agents Admin support IT	Plumbers service Service reports lodge	service reports lodged
include new system location and digitisation	New and upgraded TechOne interface for enhanced system information, system location, maintenance actions, transfer of data process etc.;	Dec 2023		system Number service	
process, dedicated OWS Exponaire	Develop Exponaire wastewater page/platform to include all land capability (LC) risk layers, including total risk layer for EH, Planning, and Assets department use;	June 2022		reports above background level 2019	

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platform, online service reports from plumbers and system owners.	 Automated system reporting (and mail-merge) as in <i>Strategy 2</i> to be created for time-interval and risk-based system communications not limited to: Transfer report – new owners, tenants of unsewered properties; AWTS quarterly maintenance, 3-year septic pump-out, Sand Filter/Worm Farm annual maintenance (email where possible); Plumbers annual workshop regarding changed approvals, alternative system install and EPA regulatory processes; Connect to sewer compliance information; Service/maintenance completed annually across LGA; Specific system types (for audit); High-risk, within setback, small lot, aged system reports for targeted inspection and education; Owners of rental properties within unsewered areas. 	June 2022	
	Implement modifications to <i>TechOne</i> to record inspections, service events, system maps, pump-outs, building age, upgrade history etc;	June 2022	
	Develop system component GPS location process including added <i>TechOne</i> field via <i>Mapit GIS</i> or other mobile data collection process to include key attribute data during new, alter, upgrade, or inspection stage;	Dec 2022	
	Develop simple online maintenance/service reporting system such as <i>Google Forms</i> , <u>Intramaps</u> , <i>Crisisworks</i> , or <u>SepticTrack</u> integrated with <i>TechOne</i> for plumbers and owners;	Dec 2022	
	EHO's to receive training using <i>Google Earth</i> (or other simple) GIS program to digitise final location of system components using <i>MapIT GIS</i> data and enter LC and OR risk data (requires GIS Officer to periodically update/upload to <i>Exponaire</i>);	Dec 2022	
	Ensure 'legacy system' Wannon Water sewer connection data is updated regularly on GIS / Exponaire;	Dec 2022 (then ongoing)	

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Strategy 9: Increase engagement with Wannon Water to enhance OWS management across the LGA

Council will continue to engage with Wannon Water (WW) regarding planning of sewerage services and to encourage the community to connect to reticulated sewer where available.

WCC should establish an agreed-criteria with Wannon Water to assess risk and drive feasibility assessment of alternatives to OWS, including whole of community costs.

Table 17 – Strategy 9.

Strategy 9	Actions	Delivery date	Person responsible	How measured
Increase engagement with Wannon Water to enhance WCC OWS management across the LGA.	Engage with Wannon Water regarding their ongoing and future planning of sewerage services.	Twice year	EHO Wannon	MOU's signed Funding arrangements developed Workshops staged and attended
	Both WCC and WW to support and encourage the community to connect to sewer via education, inspection, and enforcement processes.	Ongoing	GHCMA dev	
	Collaborate with Wannon Water, DELWP, and GHCMA to establish an evidence base for measuring the impact of domestic wastewater within the City's catchments.	Annual meeting		

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			Information shared between	
	Liaise with industry associations, WW, and State (EPA/DEWLP) agencies to fund and develop materials (e.g. You Tube videos) for generic on-site wastewater education, annual newsletter, school education, fact sheets for wastewater industry etc.	Dec 2023	agencies	
	Review outcomes of EP Act review/changes due in June 2020 regarding enhanced permit wording, renewal processes, and introducing/enforcing fees.	Dec 2022		
	Develop process/procedure to review Commercial properties (<5000L/day in unsewered areas) (restaurants, cafes, bowling clubs, schools) regularly to ensure ongoing compliance. This could be addressed by integrating the monitoring of these systems into other EH Unit inspections (e.g. Food Act inspections).	June 2022		
	Commercial properties in unsewered areas with EPA Works Approval (systems >5000L/day) systems. Establish information exchange process between the EH Unit and the EPA to have an awareness of commercial systems operating within the LGA.	Dec 2022		

9.2. Conclusion

Warrnambool City Council plans to improve its regulation of key issues relating to domestic wastewater management via the implementation of its 2020-25 DWMP. This Plan builds upon the work achieved by the previous DWMP released in 2013 and has 9 strategies designed to address these issues.

Various options are provided within this Plan to sustainably fund its implementation over the next five years. Much needed modifications to policies, procedures, and enhanced permit conditions, will provide a framework for key strategies to increase whole-of-LGA OWS maintenance.

The Plan is intended to deliver a coherent approach to increasing coverage of the OWS database, educating stakeholders and engaging with the community, supporting increased system maintenance, and improving the process by which OWS permits are issued.

Council and Wannon Water should work closely to develop a transparent, equitable, and efficient process to maximise connect to sewer, and increase collective system maintenance via application of ISO30001-related risk management, to support future sustainable growth of Warrnambool's unsewered areas.

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Figure 74 - Rural Living/Farm-zoned land-use with OWS's in the foreground within watercourse setbacks (Hopkins River)

5.7. ASSET MANAGEMENT STRATEGY 2020

PURPOSE:

To introduce and endorse a key document relating to asset management within Council, being the draft Asset Management Strategy 2020.

EXECUTIVE SUMMARY

- The existing Asset Management Strategy was adopted by Council on 1 December 2014 and is due for review.
- This strategy has been reviewed and revised in accordance with current best practice principles and provides the framework and guiding principles for the processes involved in managing Council assets and clearly sets out the actions required to improve the maturity of asset management within Council.
- This strategy establishes guiding principles and provides a sound basis for decisions for the management of Council assets.
- The strategy is an important document which supports the Asset Management Policy.
- This strategy provides the framework for better practice in the planning, provision, management and eventual disposal or adaptation of assets for a new use.
- Appendix A of the strategy outlines who is responsible for each asset management task over varying asset classes.
- Both the Strategy and Roles & Responsibilities matrix have had input from the Asset Management Steering Committee.
- The draft strategy is now ready to be advertised before final adoption.

RECOMMENDATION

That Council:

- 1. Agrees to advertise the draft Asset Management Strategy 2020 for public comment for a period of not less than 28 days.
- 2. Receives a future report to adopt the draft strategy which summarises any submissions and amendment made to the document, following the consultation period.

BACKGROUND

The existing Asset Management Strategy was adopted by Council on 1 December 2014 and is due for review.

This strategy has been reviewed and revised in accordance with current best practice principles and provides the framework and guiding principles for the processes involved in managing Council assets and clearly sets out the actions required to improve the maturity of asset management within Council.

Council recognises that the very nature of asset management requires input and interaction between all facets of the organisation, including units that do not have specific responsibility for managing assets but use Council assets in the delivery of services.

With a whole of Council approach to asset management, Council will establish the platform required for the sustainable and responsible management of Council's assets.

ISSUES

The purpose of the Asset Management Strategy is to establish guiding principles and to provide a sound basis for decisions on the procurement, management, utilisation and disposal of assets in accordance with our business needs and in line with our strategic and operational plans.

The Asset Management (AM) Strategy intends to deliver sustainability by integrating service planning, asset planning, and financial planning.

The AM Strategy is an important document which supports our Asset Management Policy and outlines:

- Our current position in relation to our asset management practices;
- Our desired future asset management State;
- Our current capacity to manage our assets;
- The actions we will implement to help us improve upon our asset management practices which are consistent with our Council Plan and budget objectives; and
- Our performance monitoring processes to ensure that we are accountable.

This strategy applies to all infrastructure assets owned or controlled by Council and is supported by a 5-year improvement road map. The AM Strategy has been developed with the long-term goal of aligning with ISO:55000 certification when Council is ready to take the next step.

FINANCIAL IMPACT

The Action Plan, which is a key element of the strategy, sets out the priority, resource impacts, implementation costs and time frames for each action. The Action Plan was established by identifying the opportunity areas to improve Council's core competency in asset management based on the NAMAF (National Asset Management Assessment Framework) guidelines.

In total, the action plan calls for an investment in Strategic Asset Management of \$435,000, as the Strategy is identified to be reviewed within a five (5) year time frame, this equates to an investment need of more than \$87,000 per year for Council to establish core competency.

The financial investment required would be new budget allocations, as Council's current budget allocations and investment in strategic asset management does not enable reallocation of existing funding to target these requirements.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

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

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

3.4 Maintain and enhance existing Council infrastructure

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

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

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

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

TIMING

Formal reporting against the strategy will commence upon adoption by Council. Council officers are continuing to undertake works in line with the action plan. For example, the actions relating to the Policy and Strategy (Section 4 and 5) are nearly completed and will be largely achieved following the final adoption of the Policy and Strategy by Council.

COMMUNITY IMPACT/CONSULTATION

This report is proposing that Council advertise the draft Asset Management Strategy 2020 for public comment. A report summarising any submissions and subsequent amendments will be provided to Council when the document is ready to be adopted.

LEGAL RISK/IMPACT

A comprehensive review of the Asset Management Strategy should be carried out prior to December 2024, as the strategy is identified to be reviewed within a five (5) year time frame.

It is considered beneficial to intermediary reviews from time to time as improvements are implemented and to make sure that it retains consistency with our strategic goals and objectives, following the development (and review) of the Council Plan and Asset Management Policy.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of the strategy has declared any conflict.

CONCLUSION

Council should agree to advertise the draft Asset Management Strategy for public comment.

ATTACHMENTS

- 1. Asset Management Strategy 2019 Draft [5.7.1 35 pages]
- 2. Asset Management Roles and Responsibilities Matrix [5.7.2 4 pages]

Warrnambool City Council

Asset Management Strategy



WARRNAMBOOL

March 2020

DOCUMENT CONTROL

CT Management Group P/L PO Box 1374 GEELONG VIC 3220	Document : Warrnambool City Council - Asset Management Strategy - Draft
GEELONG VIC 3220	Project Manager: Malcolm McKenzie
Phone: (03) 5221 2566 Email: admin@ctman.com.au Web: www.ctman.com.au	Author: Adam Lehmann
	Date: October 2019
	Synopsis: Strategy outlining the implementation of the Asset Management Framework

DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1.0	March 2020	Warrnambool City Council	AM Strategy
		\sim	

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Reference

This Asset Management Strategy is owned and managed by:

Warrnambool City Council 25 Liebig Street Warrnambool VIC 3280

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9.5	Review	

1 INTRODUCTION

1.1 What is Asset Management?

In its simplest terms, asset management is about the way in which we look after our assets, both on a day-to-day basis (i.e. maintenance and operations) and in the medium to long term (i.e. strategic and forward planning).

1.2 Why is Asset Management Important?

Council has over **\$830 million** in assets under its management. This includes buildings, our network of roads, footpaths, pits and pipes associated with stormwater drainage, playground equipment and other park furniture, and other assets which have been built up progressively over many years.

We budget approximately **\$19 million** per year for renewing, improving and growing our assets. We also budget around **\$12 million** each year to operate and maintain assets. These costs include staff, security, cleaning, utilities, insurance and general repairs and maintenance.

Combined, around **34 per cent** of our total annual expenditure is asset related.

These assets are predominantly used to provide



Figure 1 - Asset Value by Type

services and amenity to our community. The standard to which we maintain our assets, and the extent of expansion and improvement, are key considerations in setting and delivering our Council Plan.

Given this sizeable investment and the importance of these assets to achieving community outcomes, it is vital that we are good asset managers.

1.3 What is the Purpose of the Asset Management Strategy?

The purpose of the Asset Management Strategy is to establish guiding principles and to provide a sound basis for decisions on the procurement, management, utilisation and disposal of assets in accordance with our business needs and in line with our strategic and operational plans.

The Asset Management (AM) Strategy intends to deliver sustainability by integrating service planning, asset planning, and financial planning.

The AM Strategy is an important document which supports our Asset Management Policy and outlines:

- Our current position in relation to our asset management practices;
- Our desired future asset management State;
- Our current capacity to manage our assets;
- The actions we will implement to help us improve upon our asset management practices
- which are consistent with our Council Plan and budget objectives; and
- Our performance monitoring processes to ensure that we are accountable.

This strategy applies to all infrastructure assets owned or controlled by Council and is supported by a **5 year** improvement road map. The AM Strategy has been developed with the view to being ready for *ISO:55000* certification when we are ready to achieve this.

Warrnambool City Council Asset Management Strategy

1.4 Scope

This Asset Management Strategy includes the physical assets, systems, and processes that are required for the provision of the wide range of services that we provide to our community.

This Asset Management Strategy is focused on enhancing asset management capability and has been developed in line with the Asset Management Policy. It applies to all physical assets, systems, and processes that support the delivery of services to our stakeholders and the community in accordance with the direction set in the Council Plan.

1.5 Outcomes

Strategic asset management underpins all activities related to managing our assets for optimal outcomes.

This document will provide an effective and integrated strategic and operational framework for all classes of our assets leveraging their inherent capabilities to assist us to achieve our strategic objectives and service priorities.

For this to occur, we must develop and implement strategies that match the quality, quantity, and type of assets with the defined service requirements, and a vertical perspective that ensures the decisions taken about each asset or group of assets are supported with structured methodologies and decision making tools that take into account the total life of the asset.

Warrnambool City Council Asset Management Strategy

2 ASSET MANAGEMENT FRAMEWORK

Strategic asset management provides a framework for better practice in the planning, provision, management, and eventual disposal or adaptation of assets for a new use.

Council's asset management framework is being developed to follow the principles of the *ISO:55000* series of asset management standards with the aim of achieving the following benefits:

- Lower asset management costs over the long term;
- Alignment of strategic initiatives across the asset management framework;
- Increased engagement of our people, including leadership, communications and crossdisciplinary teamwork;
- Alignment of processes, resources, and functional contributions;
- Better understanding and use of data and information to provide consistent and informed decisions;
- Consistent, prioritised and auditable risk management; and
- Improved asset management planning.

Our asset management framework is presented in Figure 2. This framework has been developed following good practice principles and in particular the relationship between the key elements of an *ISO:55000* asset management system.

The asset management framework aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet both corporate and asset management objectives.

Our asset management framework allows the organisation to develop strategies that match the quality, quantity and type of assets with the defined service need, while also making sure that decisions that are made about assets are supported with structured methodologies and decision making tools that take into account the total lifecycle of the asset.

2.1 Scope of the Asset Management Framework

Key elements of Councils Asset Management Framework include the following:

- Asset Management Leadership and Governance;
- Asset Management Policy and other related policies;
- Asset Management Strategy;
- Asset Management Plans; and
- Roles and Responsibilities.

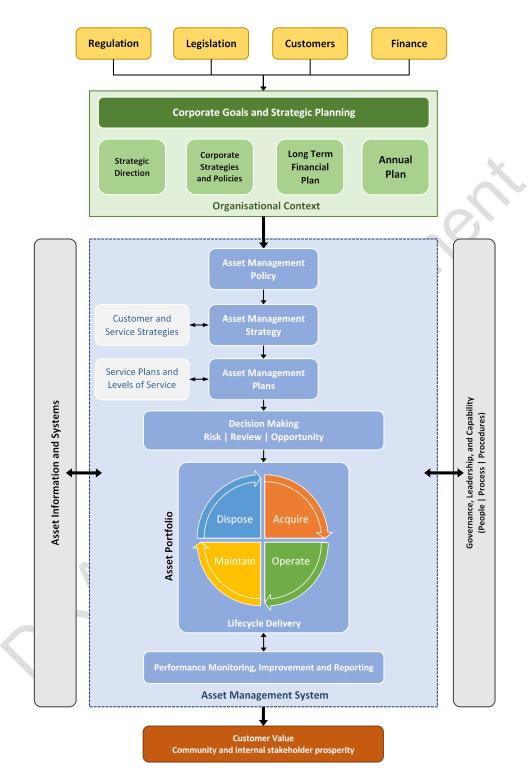


Figure 2 - Asset Management Framework

2.1.1 Leadership and Governance

The Council and executive officers are collectively responsible for leading the planning, implementation, operation and continuous improvement of asset management, including the systems and culture.

Council recognises the importance of effective integration with various stakeholders (both internal and external to Council). In doing so, it is important that all parties understand each other's expectations.

2.1.2 Asset Management Policy

To aid alignment of our asset management activities to our strategic goals, Council has adopted an Asset Management (AM) policy.

The AM policy applies to all of our assets and associated activities and is the overarching document that guides our asset management framework.

The AM policy provides a critical platform for us to deliver our vision to be a thriving organisation known for inspiring, motivating and equipping people for success.

Key aspects of the AM policy are that it:

- Is consistent with Council's vision and strategic objectives;
- Applies to all assets owned or managed by Council;
- Applies to all stages of the asset lifecycle (i.e. planning, design, construction, operation, maintenance, renewal, and disposal); and
- Is dependent on demonstrated leadership from our staff.

The AM policy and the framework that supports it will ensure that:

- We understand the services that we deliver, and the assets required to meet these services;
- All our assets are adequately documented;
- Service and asset related risks are identified and managed appropriately;
- We strive for the sustainable management of assets;
- Roles and responsibilities of Council and our staff are clearly defined;
- We comply with our legislative and regulatory requirements; and
- We give consideration to environmental impacts, including climate change when making decisions about our assets.

2.1.3 Asset Management Strategy

This AM Strategy outlines how we will deliver our asset management policy intentions.

It does so by establishing the direction and actions necessary for improvement of relevant asset management practices to achieve the Council's vision and organisational objectives.

2.1.3.1 Asset Management Vision

Our vision for asset management is:

Council will provide assets that are responsive and adaptable to demand and service needs in a manner that minimises risk and optimises value to our community.

The AM Policy establishes the core principles to achieve our asset management vision and to guide our practices.

These principles will be achieved through the following strategies that span the life cycle of our assets:

Asset Management Strategies	Objectives
To provide for the service needs of our community	 We will achieve this by: Ascertaining service level needs through a community consultation process Focussing on outputs and outcomes with a view to continuously improving the match between service requirements and service delivery Ensuring our assets are appropriately used and maintained
To optimise the service potential of our assets	 We will achieve this through: Effective management of our existing assets Flexibility of our asset base Rigorous planning, evaluation and budgetary processes Using economies of scale to deliver cost effective services
To maximise value for money	 We will achieve this by: Taking account of the full costs of holding, using and disposing of assets throughout their life cycles Ensuring asset management decisions are responsive to performance measurement and monitoring Producing costed options for the delivery of asset services.
To contribute to economic growth	 We will achieve this by: Appropriate matching of assets to meet service delivery demands Ensuring that all asset management decisions are made within the context of council's overall resource allocation and management framework
To assign responsibility and accountability	 We will achieve this by: Clearly defining ownership and control of assets through asset information systems that meet both government and management decision making requirements Determining and communicating accountability and reporting responsibilities throughout each step of the integrated approach to asset management
To promote balance between development and sustainability	 We will achieve this by: Balancing the demand for new assets through the use of non-asset service delivery alternatives where appropriate Making asset decisions that consider and protect the needs of future generations having regard to natural environment Considering alternative asset renewal and rehabilitation options wherever feasible

Asset Management Strategies	Objectives
To minimise risks to the community and to Council's financial viability	 We will achieve this through: The application of risk assessment and reduction strategies Regular condition audits consistent with the criticality of the various asset categories Delivery of appropriate asset maintenance and renewal programs

Table 1 - Asset Management Strategies

2.1.4 Asset Management Plans

The majority of our asset management activities are managed at an asset category level. It is our intention to prepare AM Plans for each major asset category to assist in the management of our assets over their lifecycle and will cover a period of no less than **15 years**.

Our Asset Management Plans will demonstrate alignment with the Council Plan, the Long Term Financial Plan, Annual Budget, and our Asset Management Policy.

They will identify the performance issues and risks presented by each asset type within the category and define specific actions that must be undertaken to sustain asset performance.

The AM Plans will also summarise the asset operating and capital expenditure requirements for each asset category.

The AM Plans will be supported by detailed condition assessments and maintenance standards to ensure that our assets are appropriately maintained and the detailed condition, and associated risk, of selected assets is well defined and understood.

AM Plans are a central pillar to our asset management framework and will cover the following asset classes:

- Roads;
- Bridges;
- Footpaths and Cycle ways;
- Buildings (inclusive of major facilities (e.g. Aqua Zone, Flagstaff Hill, Aerodrome), fixtures and fittings)
- Stormwater drainage;
- Open space (includes water way infrastructure, active recreation areas);
- Ports
- Plant and Fleet;
- ICT Equipment;
- Art, Heritage, Collections and Monuments,
- Significant Trees,
- Waste Management, and
- Land

2.2 Service Planning

Delivery of our extensive range of services occurs in an increasingly dynamic environment, with ever changing community expectations, mandatory obligations, increasing costs, and ageing infrastructure.

We are committed to ongoing financial sustainability and providing services that are accessible, safe, outcome focussed, and meet the needs of the community by making efficient and effective use of our limited resources.

To do this we need to work in partnership with our community to ensure the services we provide are important to them and meet their needs, and that they are satisfied with the quality of our services.

With collaboration from the community we aim to establish levels of service which will inform our longterm asset and financial planning. This will enable us to develop, integrate, and deliver services which are affordable and sustainable.

3 ORGANISATIONAL CONTEXT

The needs of our community, local business, and industry all place demands on us for better services, higher quality infrastructure, value for money services, and innovative solutions. The challenge for us is to balance expectations with the best use of our limited resources.

Our capacity to respond to the demands for services depends largely on our financial resources. As part of our budget processes, resources are allocated to achieve the objectives and priorities according to our strategic priorities that are set in response to these demands.

Strategic asset management is the concept of aligning our assets with service delivery needs and guides decision-making processes over the entire life of the asset.

The challenge for us is to balance expectations with the best use of our limited resources while considering growth and changing service delivery models and needs.

3.1 Relationship with Organisational Strategic Objectives

Our Council Plan 2017 - 2021 defines the overarching goals and specific targets to direct organisational focus and resources towards the broad objectives that we wish to see achieved for the city.

In order to effectively contribute to these outcomes, our assets must meet the current and future needs of the wider communities with which we engage.

This Asset Management Strategy has been prepared under the direction of Council's vision and strategic objectives.

Council's Vision:

'A cosmopolitan city by the sea'

Council's Strategic Objectives:

The objectives that support achieving Council's vision are:

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

3.2 The Regulatory Framework

The principal legislation in Victoria governing the establishment and operation of councils is the *Local Government Act 1989*, along with various Regulations made under that Act. This defines the purposes and functions of local government as well as providing the legal framework for establishing and administering Councils.

As well as the general powers and responsibilities given under the Local Government Act, local councils are responsible for a wide range of services and functions under various other Act of Parliament. In fact we have responsibilities under more than 120 different Victorian pieces of legislation.

Examples of Victorian Acts and Regulations which our operations are subject to include (without limitation):

- Local Government Act 1989
- Local Government (General) Regulations 2015
- Local Government (Planning and Reporting) Regulations 2014
- Planning and Environment Act 1987
- Public Health and Wellbeing Act 2008
- Occupational Health and Safety Act 2004
- Public Records Act 1973
- Victorian Charter of Human Rights and Responsibilities Act 2006
- Freedom of Information Act 1982
- Building Act 1993
- Disability Act 2006

3.3 Other Strategies

Other strategies and plans which we rely upon to help inform future asset planning and community expectations through their implementation include:

- Warrnambool 2040;
- Open Space Strategy;
- City Wide Housing Strategy;
- Various Growth Area Structure Plans;
- Eastern Activity Precinct Structure Plan;
- Strategic Framework Plans;
- Municipal Strategic Statement;
- City Centre Structure Plan; and
- Development / Infrastructure Contributions Plan(s).

3.4 Stakeholder Requirements

Key stakeholders with respect to managing our assets to ensure sustainable service delivery are summarised in Table 2.

Key Stakeholder	Expectation/Requirements	
State Government	 The State expects Council to: Comply with legislative and regulatory responsibilities; Maintain public assets as a reliable and sustainable system; Be cost effective with capital delivery (that facilitates community growth); Performance – demonstrate that we meet the needs of our community; and Be honest and open in our dealings. 	
Community	 The Community expects that Council will: Be a cost effective service provider; Make prudent decisions and be financially responsible; Be transparent and provide information on Councils activities and outcomes; and Provide safe, reliable and responsible services (measured by a community that has confidence in us). 	

Key Stakeholder	Expectation/Requirements
Business and Developers	 Business and Developers expect Council to: Be responsive and timely in providing advice; Be transparent and provide information on Councils activities and outcomes; Be timely with capital delivery (that facilitates growth and development); and Provide safe, reliable and responsible services.

Table 2 - Stakeholder Summary

To achieve stakeholder requirements, we have developed the following strategic goals:

- Understand our customers by making them central to all we do;
- Enable our people to deliver value;
- Care for our assets, delivering safe and reliable services; and
- Deliver sustainable outcomes.

3.5 Stakeholder Engagement

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

We work with our stakeholders to:

- Understand the issues we face;
- Help to identify options to address these issues;
- Influence what changes we make to our assets, facilities and service delivery;
- Help to clarify the decisions we must make; and
- Gain support for the decisions that we make.

We have a broad group of stakeholders who have many different contact points across our organisation. We have yet to define customer levels of service for our assets and facilities, although we have acknowledged that we need to define these so that we are able to reflect demand and to balance asset standards with the expectations of our stakeholders and financial resources.

Our Community Engagement Policy provides the framework when we talk to and involve our stakeholders in guiding our decision making.

4 ASSET MANAGEMENT INFORMATION SYSTEM

Our Asset Management Information System (AMIS) is a combination of people, processes, information, and the technology applied to provide the essential outputs for effective asset management.

These outputs include; reduced risk; enhanced performance; enhanced compliance; effective knowledge management; effective resource utilisation; and optimum infrastructure investment.

AMIS is a tool that interlinks asset management processes through the entire asset lifecycle (refer Figure 7).

4.1 Our Systems Environment

Table 3 provides an overview of the various applications and solutions which we use in the strategic, tactical, and operational management of Council's assets.

Component	Supporting System
Customer request	Open Office
Financial/Accounting	TechnologyOne - Finance1
Records management	TechnologyOne – ECM
Mapping (GIS)	 Exponare (corporate) MapInfo and QGIS (business unit analytics)
Asset register	Conquest (Infrastructure)TechOne Assets (Fleet)
Strategic asset management	SPM Assets (Buildings)Assetic MyPredictor (Roads)
Mobile solutions	Fulcrum and inhouse produced mobile app (Trassetto)
Maintenance management	ConquestFulcrumTrassetto

Table 3 - Asset Management Information System

4.2 AMIS Objectives

The key objectives of the AMIS are to assist us in sustaining and improving, where needed, overall performance of our asset portfolio, in order that our organisational and asset management objectives are achieved, by undertaking the following activities:

- Ensuring holistic asset information is collected, maintained and readily accessible to support evidence-based asset management decision making;
- Enhancing the visibility of, accessibility to, and trust in asset information across the organisation; and
- Developing effective AMIS improvement practices that support the life cycle asset management business functions in accordance with ISO:55000 and the International Infrastructure Management Manual.

Subsequently, addressing these is expected to result in significant improvements across the following aspects:

- Enhance asset performance;
- Reduce asset related risk;
- Improve asset knowledge management;
- Enhance regulatory compliance;
- Optimise resource use; and
- Optimise infrastructure investment.

Successfully achieving these objectives will enable compliance with the requirements of the Council Plan and Asset Management Policy by significantly improving the quality, completeness, integrity and consistency of asset information, systems and processes at all levels.

4.3 Asset Data

One of the underpinning principles of good asset management is the creation, maintenance and analysis of accurate asset data.

Good quality asset data will enhance evidence-based asset management planning and decision making but even if data is not fully accurate or complete it still contributes to the planning process.

Asset data is stored in a number of systems including Conquest (infrastructure) and TechOne Assets (plant and fleet).

We are committed to continuously improving the accuracy and completeness of asset data to support the achievement of our corporate and asset management objectives.

4.4 Future Strategies for AMIS

Future strategies to manage the AMIS include, but are not limited to:

- Developing a road map for improving our current systems, tools, applications and processes to enable our transition to greater asset management maturity and capability;
- Develop asset information management and analysis capabilities across the organisation to enable effective evidence-based decision making;
- Identifying the system and process improvements that are required to realise the full functionality of Conquest to generate future works programs and cash flows;
- Continue to work closely with the organisation to understand emerging and future asset management requirements and ensuring sound governance over AMIS development and utilisation; and
- Developing a data management strategy to ensure that our asset information supports the achievement of our business objectives.

5 ORGANISATIONAL ROLES AND RESPONSIBILITIES

This chapter discusses the organisational management structure and their roles and responsibilities.

5.1 Organisational Structure

Figure 3 shows our organisational management structure.

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



5.2 Roles and Responsibilities

Asset management requires a whole-of-organisation approach. The roles and responsibilities of the key stakeholders involved in managing assets are shown in Table 4.

Group	Roles and Responsibilities	
Councillors	 Act as stewards for infrastructure assets on behalf of the community. To ensure appropriate resources and funding for asset management activities are made available to integrate policies, strategies and plans into the Council governance framework. Provide consistent and transparent decision making based on adopted criteria. 	
Executive Management Team (Chief Executive and Directors)	 To continually promote AM across the organisation and with Council and the community. To validate and challenge proposals to ensure they meet the Council Plan objectives. To adequately budget funding of asset renewal in accordance with the Policy 	
All Directorates	 Develop and implement strategies and plans that deliver the outcomes required by Council; Deliver safe, reliable, responsive and affordable services to the community; and Support the community 	

Group	Roles and Responsibilities
All Employees	 To provide the correct technical and professional advice to Council so that they may make the best decisions. Implementation of the Strategy and AMP. Continually seek innovative ways of meeting service needs. Identify "levels of service" for implementation. To develop and implement maintenance and refurbishment capital works programs in accordance with AMP. Ensure the asset database is maintained and updated. Provide reports to Council. Promote and raise awareness of asset management to Council and staff.

Table 4 - Organisational Responsibilities

5.2.1 Asset Management Steering Committee

We have established an Asset Management Steering Committee (AMSC) to ensure that there is a coordinated and integrated approach to asset management across the organisation. The AMSC is also responsible for promoting an understanding of asset management issues across the organisation and to make sure that investment into physical infrastructure supports Council's strategic planning objectives.

The AMSC will also take responsibility for the development and implementation of the Asset Management Improvement Plan.

The AMSC will monitor and report on the progress of the asset management improvement actions to the Executive Management Team as set out in the AMSC Terms of Reference.

5.3 Service Driven Asset Planning

We are striving to realise greater integration between the way we plan our services and assets which underpin them.

To create a stronger nexus, and to provide clarity within our organisation, we have established a *Services and Assets Relationship Framework* as described in Figure 4. This assists us to clearly define the parts of our organisation that are responsible for determining levels of service and for managing the assets through the delivery lifecycle.

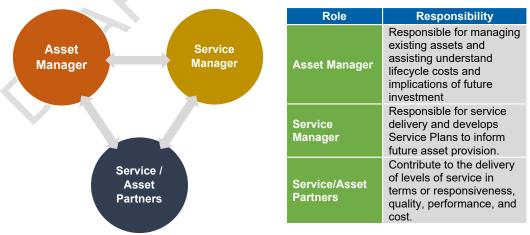


Figure 4 - Services and Assets Relationship Framework

5.4 Leadership and Culture

Building a high-performance culture and high levels of employee engagement is essential to supporting the achievement of our strategic objectives and to enable us to be sustainable.

To drive our culture, we invest in the development of our people at all levels to build self-awareness and leadership capability, focusing on communication, teamwork, business improvement, and change.

We offer professional development through our Staff Learning and Development Policy.

Our capacity to implement the AM Strategy and framework will rely on the continued leadership, commitment, and involvement of our management and staff. Leadership will form the major influence in the development and application of this AM Strategy together with strategic and operational continuous improvement plans.

To ensure success and a positive change in our asset management practices, leadership will be paramount across the entire organisation.

The CEO, management team, and all leaders aim to champion our ongoing commitment to sustainable asset management in their actions and messages to our staff, as well as effective mentoring.

5.5 Training and Developing our People

To ensure that Council's asset management capabilities are best appropriate practice, we are committed to:

- Clearly defining asset management roles, and continuously recruit staff accordingly;
- Continuously encourage innovation to improve the way we manage our assets;
- Reviewing skills and development needs in asset management related areas as part of employee performance planning and providing appropriate development opportunities;
- Providing relevant staff with appropriate briefings in relevant asset and financial management principles, practices, and processes; and
- Providing and allocating resources for training to support asset management across the organisation.

6 RISK MANAGEMENT

The effective management of risk is central to the core business and efficient management of Council.

Our approach to risk management involves managing to achieve an appropriate balance between realising opportunities for gains while minimising adverse impacts. Risk management is viewed as an integral part of good management practice and an essential element of good corporate governance.

An integral part of how we operate is the identification and treatment of risk, so our stakeholders prosper. Our ability to deliver quality assets and services is significantly influenced by the effectiveness of our management of risk. We aim for risk management to become part an integral part of culture, embedded into our operating philosophy, business practices and processes.

Our *Risk Management Policy* is the overarching document that provides guidance on risk management practices. It is a high-level document that clearly establishes expectations in relation to risk management.

6.1 Risk Management Procedure

The responsibilities, structures and processes established to ensure we achieve our risk management objectives are detailed within our *Risk Management Procedure*. This provides us with the principles and processes to make sure we consistently apply good risk management practice to our assets.

The risk management framework sets out our management of the effects that uncertainty has on achieving our vision and strategic objectives. The framework also facilitates compliance with legislation, rules, codes, guidelines and various industry standards.

6.2 Operational Risk Management

In accordance with *AS/NZS ISO:31000 Risk Management – Principles and Guidelines*, Figure 5 shows the operational process we undertake when managing risk.

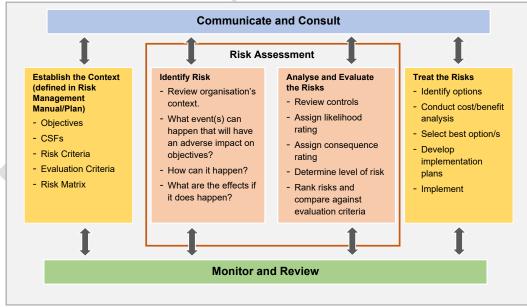


Figure 5 - Risk Management Operational Process

6.3 Asset Condition and Risk

Our assets are ageing and are at various stages of their lifecycle. A key focus for us is to manage the associated asset risk due to poor condition effectively to achieve our asset management, service, and cost performance objectives.

Regarding asset condition and risk, we will continue to set service-based targets for assets to balance the risk of asset failure and the associated reliability impacts with cost. We are also pursuing strategies to:

- 1. Implement the use of condition-based risk management across key asset categories; and
- 2. Develop and implement processes for capturing, registering, assessing, and tracking asset related risks and associated risk controls and treatments to better match service performance with our stakeholder requirements.

7 FUTURE DEMAND

We face a number of challenges and opportunities that have the potential to significantly impact service delivery and asset management.

Challenge	What does this mean for asset management?
Population Change Population will change at different rates across Victoria over the coming decades. Population growth will be minimal for small shire councils and is forecast to decline in many of the local government areas in Victoria's west. These councils will face challenges in maintaining revenue raising capacity in the future.	Convergence of populations to regional centres such as Warrnambool increases pressure on our assets and service provision. Warrnambool continues to provide services to the broader areas, many of which are experiencing population decline.
Diminishing Own Source Income We are experiencing a significant reduction of our own source revenue. This had previously contributed to the consolidated revenue of Council and was able to be utilised for the cross-subsidy of other services or had minimised the impact of the net cost to the community.	Loss of own source income due to commercial competition and changed patterns of use has materially affected Council's financial sustainability. This will impact the manner in which we invest in our assets and services in the future.
Ageing Infrastructure One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure. Council's assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.	There is a critical need to introduce systems and processes to ensure that our spending on our existing assets is optimised. As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.

Warrnambool City Council Asset Management Strategy

Challenge	What does this mean for asset management?
Climate Change We are already experiencing the impacts of climate change. In the future, we can expect; increased flooding of coastal properties and public facilities; storm damage to infrastructure; beach erosion; decreased water quality and security of water supply; reduced summer outdoor activities; and hotter urban spaces.	Ageing infrastructure that is not designed for climate extremes, and higher density urban environments, are especially vulnerable to increasing natural strains. This will have an impact on Council services and assets.
Rapid Technological Change The world is becoming more connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and to perform day to day activities. These changes will affect how we deliver services and how we manage our assets.	We will also have the capability to share our data on our assets to others enabling them to interact with our services digitally. We will also be able to enable a more mobile workforce.
 Legislative and Policy Influence We operate in a complex legislative and policy environment that directly influences the way we do business: There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn The cap on rate increases means our ability to control revenue is constrained Compliance and reporting requirements are increasing 	We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.
Table 5 -	Future Challenges

7.1 Investment Forecasts

Current projections indicate that Council has an asset renewal gap of over **\$19** *million*.

Many major assets are reaching the end of their useful life and no longer meet the needs of a growing and aspirational Regional City.

Our Long Term Financial Plan indicates that without assistance, our asset renewal shortfall will grow from the current figure to be in excess of **\$40 million** over the coming decade.

Our imperative is to reduce this renewal backlog and to sustainably fund the renewal of our assets in the future. This is to reduce the impact to our community of the costs of unsustainable asset provision by proactively renewing and maintaining our assets.

The growing asset renewal gap facing us was the major driver behind us applying to the Essential Services Commission for a variation to the current council rate cap. Our application was approved in part.

The higher rate cap variation will slow the growth of the renewal gap and see it halt in around 10 years' time, increasing funding further will see this happen sooner and begin to close the renewal gap so that our assets remain safe and are able to support the delivery of quality services.

Asset Renewal Gap

In simple terms, this is the difference between the current level of actual expenditure on replacing existing assets and the level of funding necessary to maintain our assets to meet minimum levels of service.

Council Rate Cap

The Minister for Local Government sets local council rate caps. The cap is the maximum amount a council can increase its general rates and municipal charges within a financial year. The current rate cap is 2.5%



7.1 Investment Evaluation

As an organisation which relies on assets to deliver our services, we have developed a *Capital Evaluation Framework* that:

- Ensures that capital investment for infrastructure assets aids in the achievement of our strategic objectives;
- Aids the development of a service needs directed long-term capital works program, to better inform Council's Long-Term Financial Plan;
- Ensures capital investment delivers best value;
- Ensures that capital investment is financially sustainable, and in accordance with asset management principles for the whole life cycle costs of our infrastructure;
- Builds a robust capital infrastructure asset investment system, that is impartial and prioritybased for allocating Council resources; and
- Enhances transparency and public confidence in our capital investment decision-making process.

7.2 Timing and Deliverability of Works Program

We attempt to optimise our proposed works program in terms of capital and maintenance tasks.

In particular, the optimisation of the timing and sequencing of asset renewal projects considers a number of factors, including the costs and benefits of aligning asset renewal with improvement projects or with maintenance activities. Were possible, we try to coordinate our works to:

- Take full advantage of our asset investment;
- Ensure the achievement of our strategic goals;
- Maintain performance, safety, and compliance of our assets;
- Ensure an acceptable risk profile across all assets; and
- Ensure delivery of the works program.

Timely delivery of the capital works program is essential to minimising the likelihood of additional operating expenditure to sustain our assets beyond their expected service lives where run-to-failure is not employed.

8 LIFECYCLE STRATEGIES

This section discusses our lifecycle approach to asset management and the resulting key asset strategies aimed at achieving our asset management objectives and corresponding corporate goals.

8.1 Lifecycle Approach

The goal of asset management is to meet a required level of service in the most cost-effective manner, through the prudent and efficient management of assets for present and future customers.

The key elements of infrastructure asset management are:

- Adopting a life-cycle approach;
- Developing cost-effective management strategies for the long term;
- Providing defined and agreed levels of service;
- Monitoring performance;
- Understanding and meeting the impact of changing service needs through demand management and infrastructure investment;
- Managing risk associated with asset failures;
- Sustainably using physical resources; and
- Continually improving asset management processes and practices.

Ageing and potentially unreliable assets are managed as part of our overall asset management planning. The focus of this planning is to ensure that replacement of assets is determined on asset condition and risk rather than age alone.

In developing strategies in relation to potentially unreliable assets we take a holistic approach to asset renewals, improvements, and disposal across our asset portfolio. We aim ensure that our asset

management plans align with our service plans to drive the most efficient outcome with a balance between cost, risk, and performance.

A formal approach to the management of assets is essential to providing our services in the most cost-effective manner. This enhances our ability to demonstrate our approach to asset management to our stakeholders

Our approach to asset management is centred on asset lifecycle management. There are five stages in the asset lifecycle as shown in Figure 7.



Figure 7 - Asset Management Lifecycle

8.2 Lifecycle Strategies

Each phase of the lifecycle has a corresponding lifecycle strategy, which describes our approach to the particular activities in that stage, objectives relevant to that stage, and strategies for providing performance to required levels.

The five lifecycle strategies (Planning, Delivery, Maintenance, Operations, and Disposal) are summarised in Table 6.

Lifecycle Phase	Strategy Description
Planning	Covers CAPEX planning, from need identification, evaluation and approval, through to handover to delivery for implementation.
Delivery	Covers implementing capital works (including detailed design, procurement, installation, and commissioning) and the dismantling and disposal of assets.
Maintenance	Covers our approach to maintaining assets, including the types of maintenance employed and a discussion of how the work is managed.
Operations	Covers operation of the assets, including operational control, situational awareness, and contingency planning.
Disposal	Covers activities relating to the disposal and divestment of assets and the disposal of waste material.

Table 6 - Asset Management Lifecycle Strategies

Warrnambool City Council Asset Management Strategy

9 PERFORMANCE MONITORING AND EVALUATION

A key element of this AM Strategy is to review the current status of asset management practices in order to identify key gaps and opportunities for improvement.

9.1 Asset Management Maturity

We use the National Asset Management Assessment Framework (NAMAF) to measure our asset management maturity.

The framework is a self-assessment against 11 elements (refer to Appendix 1). This benchmark is used to evaluate our current practices and to understand the improvements that we need to make.

The objective of the maturity assessment was to determine the current level of our asset management process and system sophistication.

9.2 Assessment Findings

The assessment enabled a baseline competency level to be established for our organisational approach to our asset management functions.

Our current level of maturity is approaching 'Core' capability, with a score of 744.

Figure 8 shows how we score on each of the maturity elements. 'Core' maturity is recognised as having a score of 1,100 as assessed under the NAMAF.



NAMAF - Maturity Assessment

9.3 Our Desired Asset Management Future

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices. Our particular areas of focus will be to:

• Further develop a whole of organisational approach to asset management by integrating asset management workflows across the business.

- Preparing our asset management practices, systems, tools, and processes to achieve certification under ISO:55000.
- Making asset management service driven using asset information to support the optimisation
 of activities and programs to meet agreed service levels.
- Implementing systems to enhance capability and to support asset and service management related decisions.
- Document and implement supporting asset management processes.
- Comply with external drivers.
- Facilitate a strong connection between this strategy and operational activity.

9.3.1 Asset Management Improvement Program

The asset management improvement program elements and activities have been structured to ensure alignment with the NAMAF and using ISO:55000 as good practice guidance.

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices.

Our goal is to reach 'Core' maturity by December 2024.

We will assess our maturity each year to track and report on the progress we are making towards achieving our goal.

Reaching a 'Core' level of asset management maturity will mean that quality systems, processes, and data will support the development of long-term cash flow predictions and will drive our decision making.

9.4 Performance Monitoring and Reporting

Implementation of actions under this strategy will be monitored by the AMSC and reported back to the Management Executive Group on an annual basis.

9.5 Review

A comprehensive review of this AM Strategy should be completed no later than December 2024.

Intermediary reviews of the strategy may be undertaken from to time as improvements are implemented and to make sure that it retains consistency with our strategic goals and objectives.

APPENDIX 1: NATIONAL ASSET MANAGEMENT ASSESSMENT FRAMEWORK

There are eleven core elements of asset management under the National Asset Management Assessment Framework (NAMAF). These elements are defined as:

Strategic Planning	Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy; including its capital and people.
Annual Budget	Council's budget prepared for a 12-month period. The Annual Budget outlines both the income and expenditures that are expected to be received and paid over the coming year.
Annual Report	A comprehensive report on Council's activities throughout the preceding year. Local Government annual reports are intended to give ratepayers and other interested parties information about the Council's activities and financial performance.
Asset Management Policy	A high-level document that describes how Council intends to approach asset management within the organisation.
Asset Management Strategy	A strategy for the implementation and documentation of asset management practices, plans, processes and procedures within an organisation.
Asset Management Plans	Plans developed for the management of one or more infrastructure asset classes with a view to operating, maintaining and renewing the class in most cost-effective manner possible, whilst providing a specific level of service
Governance and Management	A set of rules and policies designed to ensure that responsibilities within an organisation are well defined, and that the business runs smoothly. While Management are the staff in charge of authorising and delivering such rules. It is very important that Asset Management is intertwined into this framework.
Levels of Service	Defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time, or the provision of infrastructure to mee a desired level.
Data and Systems	Asset Data is qualitative and/or quantitative information used to identify and describe an asset group or group of assets. The Systems are the framework in which the data is processed and stored.
Skills and Processes	The level of skill and knowledge within the organisation in regards to Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
Evaluation	How Council internally evaluates and monitors its performance in Asse Management.
	Table 7 - NAMAF Assessment Elements

APPENDIX 2: ASSET MANAGEMENT IMPROVEMENT PROGRAM

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
1	Strategic Long Term Plan					
1.05	 To enhance the future funding projections in Council's Long Term Financial Plan it must: Complete the development of Asset Management Plans for all key asset classes Develop service plans which identify future costs that are based on agreed service levels Ensure that future Strategic Plans include costed and prioritised initiatives for direct input Incorporate whole of life costs that are associated with approved capital works projects and gifted assets. 	High	ЕМТ	Existing with external support	December 2024	Costs included in various other actions below
4	Asset Management Policy					
4.01	Include linkage to Council Plan and LTFP in updated AM Policy	High	MIS	Existing	In progress June 2020	\$7,000
4.02	Include adoption of AM Plans which are informed by community consultation as a statement within AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.03	Review and update roles and responsibilities to reflect current business practices and incorporate into AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.04	Include Council commitment to training and professional development in financial and asset management practices as a statement within AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.05	Include linkage to Council Plan and LTFP in updated AM Policy	High	MIS	Existing	In progress June 2020	Included in above
5	Asset Management Strategy					
5.01	Prepare new AM Strategy with organisational vision for AM, current status, desired future state, and improvement plan	High	MIS	External	In progress June 2020	\$16,000
5.02	Include linkage to AM Policy and Council Plan in new AM Strategy	High	MIS	External	In progress June 2020	Included ir above
5.03	Document current organisational systems, processes, and practices in new AM Strategy	High	MIS	External	In progress June 2020	Included ir above
6	Asset Management Plans					

Warrnambool City Council Asset Management Strategy

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
6.01	Document Asset Management Plans for all significant asset categories following a good practice approach and to meet NAMAF requirements	High	MIS	Existing with external support	December 2022	\$150,000
7	Governance and Management					
7.01	Prepare a communication framework which outlines AM reporting and organisational engagement requirements	High	MIS AMSC	Existing	December 2020	
7.02	Document roles and responsibilities for asset management and service planning	High	AMSC	Existing	In progress June 2020	
7.03	Review current PDs for asset management functions and update accordingly to articulate responsibility for asset management.	Medium	MOD	Existing	June 2021	
7.05	Continue to promote the importance and benefits of good asset management, service, and financial planning practices as opportunities arise	High	EMT AMSC	Existing	Ongoing	
7.06	 Re-establish the Asset Management Steering Committee including Terms of Reference Ensure suitable meeting frequency is defined and adhered to 	Very High	MIS	Existing	Complete	
7.07	Prepare and implement communication strategy to raise corporate awareness of the fundamentals and importance of good asset management.	Medium	MIS AMSC	Existing	Dec 2021	
8	Levels of Service					
	 Document and confirm the list of services provided by Council. 	High	EMT	Existing with external support	June 2023	\$100,000
8.01	 Develop service plans to document present levels of service based on existing Council plans, strategies, etc to facilitate further engagement with the community 	High	EMT	Existing with external support	June 2023	Included in above
8.02	Include review process within service plans to define, quantify and document current community levels of service and technical levels of service, and costs of providing the current levels of service.	Medium	EMT	Existing with external support	June 2023	Included in above
8.03	Include community and technical levels of service within relevant AMPs	High	MIS	Existing	Dec 2024	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
8.04	Technical levels of service, once developed, to be embedded into service agreements and other relevant asset management planning procedures.	High	EMT	Existing	Dec 2024	
9	Data and Systems					
	 Document standard operating procedures for data maintenance activities 	Medium	MIS	Existing	June 2023	
9.01	 Complete a comprehensive data health check to measure the accuracy and completeness of Council's existing asset data and develop strategy to improve any identified gaps. 	Medium	MIS	Existing with external support	Dec 2020	\$10,000
	 Develop and implement asset management system training for key Council staff to leverage greater benefit from Council's AM data and to ensure data is maintained and improved ongoing. 	Medium	MIS	Existing with external support	June 2020	\$25,000
	 Review asset data structure in Conquest to align with the asset hierarchies documented in Council's Asset Management Plans 	Medium	MIS	Existing	Dec 2020	
9.02	 Establish and document business rules for asset data entry to preserve the accuracy of Council's asset information. This should include using system controls where possible to promote greater consistency in data entry. 	Medium	MIS	Existing	Dec 2021	
	 Consider undertaking a comprehensive review of both the asset hierarchies and General Ledger to identify opportunities for greater alignment to improve analysis and reporting of asset costs. 	Medium	MIS	Existing	Dec 2024	
9.03	Formalise condition inspection methodologies in AMPs. Where relevant, make reference to IPWEA Practice Notes or relevant documents which are used for condition assessments for specific asset classes.	High	MIS	Existing	June 2022	
9.04	Establish asset handover process to ensure that asset disposals are captured and reflected in the asset register	High	MFP	Existing	Dec 2020	
9.05	Review AM benchmarking requirements against business needs and best practice	High	MIS	Existing	June 2023	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
	 Clarify roles and responsibilities for developing capital works program 	High	EMT	Existing	March 2020	
9.06	 Improve information flow between assets, works, and engineering units in relation to capital works projects and planning to promote greater transparency in decision making 	High	DCI	Existing	March 2020	
	Formalise prioritisation process for renewal programs	High	MIS	Existing	October 2020	
	 Identify system and process improvements required to realise full functionality of Conquest to generate future works programs and cash flows 	Medium	MIS	Existing	June 2021	
9.07	Include relevant renewal costs in Conquest for capital works planning	Medium	MIS/MF	Existing	June 2021	
9.08	Define and document process for CAPEX and OPEX planning in Asset Management Plans	High	MIS	Existing	In line with AMP development	
10	Skills and Processes					
10.01	Include statement within the AM Strategy which explains the document review process and frequency	High	MIS	External	In progress June 2020	Included in action 5.01
	 Prepare (or update) AMP's for all other asset classes (e.g. minor asset classes) and present to Council 	Medium	MIS	Existing with external support	Dec 2024	\$150,000
10.02	 Ensure timeframes, reporting requirements and responsibilities are included in AMP's 	High	MIS	Existing	In line with AMP development	
10.03	Provide linkage from AMP's, strategies and policies to the corporate risk register where required.	High	MRG	Existing	March 2021	
10.04	Document the process for the review and update of asset financial forecasts for input into the Long Term Financial Plan.	Medium	MF	Existing	October 2020	
40.05	 Complete a capability assessment to determine current organisational skills and competencies to perform key asset management functions. 	Medium	AMSC	Existing	March 2022	
10.05	Develop a staff training and development program	Medium	AMSC	Existing	March 2022	
	 Seek adequate budget for training needs across the organisation 	Medium	AMSC	Existing	March 2022	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
10.07	Reinforce project handover process across Council staff responsible for managing capital works projects	High	MIS	Existing	June 2020	
10.08	Develop and implement a process for the handover of assets to asset custodians	High	MIS	Existing	June 2020	
10.09	Explore opportunities to communicate State of the Assets report to a broader audience	High	DCI	Existing	October 2020	
10.10	Develop a formalised plan or ongoing program to promote good asset management practices across the organisation.	Medium	AMSC	March	2022	
11	Evaluation					
11.01	Develop prioritisation, monitoring and reporting framework for asset management improvement initiatives and incorporate into new AM Strategy.	High	MIS	Existing with external support	In progress June 2020	Included in action 5.01
11.02	Develop levels of service monitoring and reporting framework.	Medium	EMT	Existing with external support	June 2023	Included in action 8.01

Table 8 - Asset Improvement Program

Warrnambool City Council Asset Management Strategy

Warrnambool City Council - Roles and Responsibilties Matrix

			Service Management		Asset Planning		Financial N	/lanagement	Service / A	sset Partner
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data coleiction - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurrement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting	Financial Planning and Reporting - Preparation and admministration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reportir
				- Input into identification of surplus assets						
	Sealed roads		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Unsealed roads		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
	Kerb and channel		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Traffic management devices		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
Roads	Signs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Street furniture		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Retaining walls		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Street lighting		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	On road and off road car parks		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
age d	Road bridges & Major culverts		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities and Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
an Maj Drain	Foot bridges & Major culverts		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities and Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
_	Footpaths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
hs anc vays	Shared paths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
ootpaths Cyclewa	Open space paths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
£	Board walks		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
	Community facilities		Manager Capacity, Access and Inclusion	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Capacity, Access and Inclusion	Coordinator Building Strategy Services
/ards,	Public toilets		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy Services
i, saley ings)	Commercial properties		Manager Revenue & Property	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Revenue & Property	Coordinator Building Strategy Services
t pools, nd fittir	Recreation facilities		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy Services
swimming fixtures aı	Family services facilities		Manager Children's and Family Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Children's and Family Services	Coordinator Building Strategy & Services
	Immunisation facilities		Manager City Amenity	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager City Amenity	Coordinator Building Strategy & Services
ncludes drome,	Tourism		Manager Tourism Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy Services
ngs (ii aero	Municipal facilities		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy & Services
Buildi	Non habitable structures with service connection		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy & Services
	Open space furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
	Open space lighting		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Playgrounds		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
	Fences and gates		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
paths)	hard landscaping		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
ace pa	Soft landscaping		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatic
en sp	Beach access		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operatio
es op	Jetties		Manager Facilities & Projects		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance		Manager Facilities and Projects
pn	Jetties		Manager Facilities & Flojects	Coordinator Strategic Assets	Manager raciities & Flujects	manager racillies & Flujects	Coordinator Strategic Assets		Manager Facilities & Projects	Manager racincies and Pro

Roles + Responsibilities - Version 4.0

			Service Management		Asset Planning		Financial N	lanagement	Service / As	sset Partner
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data coleiction - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council - Input into identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Detemination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitilisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and admministration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
е (ехс	Boat ramps		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
1 Spac	Access stairs		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Municipal Operations
Oper	Coastal protection		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Municipal Operations
	Non habitable structures		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
	Irrigation		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Trees that are on Council's tree register		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Field of play (natural and synthetic)		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Boundary fencing		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Infrastructure Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
ation	Field of play lighting		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
Recre	Irrigation		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Active	Drainage		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Field of play furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Open space furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Infrastructure Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Trees	Street and open space trees that are included on the tree register		Manager Infrastructure Services	Manager Infrastructure Services	Coordinator Municipal Operations	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Pits		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Pipes		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Ð	Retarding basins		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
rainag	GPTs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
ater D	Soakage pits		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
ormw	WSUDs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
ţ	Tunnels		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Pumps		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Retention systems		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Client IT infrastructure		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Network infrastructure		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Software		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
Equipment	Specialist installations (e.g. Flagstaff Hill lighting)		Manager Tourism Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
ICTE	Public area CCTV		Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager City Amenity	Coordinator Strategic Assets	Manager Finance	Manager City Amenity	Manager City Amenity
	РАРРІ		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Runway lighting		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Navigation aids		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects

			Service Management		Asset Planning		Financial N	lanagement	Service / As	sset Partner
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management teams - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data coleiction - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Assets performance reporting to Council - Input into identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Determination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitilisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and admministration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
pu	Council freehold land (vacant)		Manager City Strategy	Manager City Strategy	Manager City Strategy	Manager Revenue & Property	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
La	Crown land		Manager City Strategy	Manager City Strategy	Manager City Strategy	Manager Revenue & Property	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
nent	Light vehicles		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Equipr	Heavy vehicles		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
t and E	Registered or motorised equipment		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
t, Flee	Portable equipment		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Plan	Kerbside collection bins		Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager Finance	Manager Finance	Manager City Amenity	Manager City Amenity
	Buildings		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
ties	Slipway and boat ramps		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
Facili	Wharves and jetties		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
Port	Plant and equipment		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Walls and groynes		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
pu	Library collections		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Finance	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
ions a	Artwork		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
Collect	Museum artefacts		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
tage, (Monui	Public art		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
, Heri	Memorial		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy & Services
Ап	Heritage and cultural items		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy & Services
ajor Faciliti	ies									
	Building		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Building Strategy & Services
	Building services		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Pool plant		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
ы	Mechanical services		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
ua Zoi	Pool shells		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Building Strategy & Services
Aqua	Gym equipment		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Grounds and landscaping		Manager Recreation and Culture	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Municipal Operation
	Roads and car parks		Manager Recreation and Culture	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
	Paths		Manager Recreation and Culture	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Buildings		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
	Roads and car parks		Manager Tourism Services	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
_	Internal paths and roads		Manager Tourism Services	Manager Tourism Services	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
aff Hill	Paths		Manager Tourism Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operation
Flagstaff Hil	Jetties		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
_	Grounds and landscaping		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services

			Service Management		Asset Planning		Financial M	Management	Service / Asset Partner	
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data colelction - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council - Input inoi identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Detemination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitilisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and administration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
	Sound and light equipment		Manager Tourism Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
	Monuments and museum artefacts		Manager Tourism Services	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Recreation and Culture
	Buildings		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
arks	Building services		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
ivan P	Roads and car parks		Manager Tourism Services	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Municipal Operations
Cara	Paths		Manager Tourism Services	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Municipal Operations
	Grounds and landscaping		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
	Buildings		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Runways		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
romes	Taxiways		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
Aerod	Runway lighting		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Roads and car parks		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Grounds and landscaping		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects

5.8. CAPITAL PROJECTS REPORT QUARTER 3 - 2019/2020

PURPOSE:

This report provides information on the progress in achieving the Capital Projects as contained in the 2019-2020 budget.

EXECUTIVE SUMMARY

- Each year Council undertakes a number of capital projects which help it achieve its objectives as contained in the annual budget and Council Plan.
- This report provides a summary of the progress made on Capital Projects to the end of the third quarter of the 2019/2020 financial year (31 March 2020).
- The Covid-19 pandemic has proved disruptive to the delivery of some projects but has also provide some opportunities for the pre planning of projects.
- Forced shutdowns of some facilities has created an opportunity for works that would normally necessitate the closure of a service to be brought forward.

RECOMMENDATION

That Council receive the 2019-2020 - Quarter 3 Capital Projects Report.

BACKGROUND

As part of its annual budget process Council adopts a program of Capital Works that assist it in delivering the strategic intent of the Council Plan.

These projects are managed by a range of staff with this summary providing an update on the progress achieved as well as highlighting any issues that may have arisen.

ISSUES

The onset of the Covid-19 pandemic has created a number of supply issues as well as uncertainty in the marketplace which has caused significant disruption to the delivery of the capital works program.

The pandemic has created both local, regional and national supply issues that are resulting in delivery delays for key components. We are also experiencing some caution from sectors of the construction industry about their ability to plan and progress works as social distancing requirements change work practices.

The pandemic is also providing some opportunities in the capital works area by allowing teams to progress design works in readiness for the recovery phase of the response. The forced shutdown of some facilities has also provided a window of opportunity to advance works which would have otherwise necessitated a closure of these services.

It is also important to remain cognisant of the need to progress project planning phases to ensure that local contractors and industry has a line of sight to works, which will help them plan for the management and re-start of businesses which are essential to our local economy.

Council's projects team is developing specifications and contracts with clauses that protect both our interests and those of the contractor. These focus of these is on having a mutual arrangement that delays caused by Covid-19 do not create delay damages costs for Council, but also provide scope for reasonable 'no cost' extensions of time to be provided in contracts.

Discussions have also commenced about delaying some non-essential projects to assist with Council's budgetary position.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan Initiatives:

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

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

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

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

TIMING

This report relates to the third quarter of the 2019/2020 financial year.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of this report has declared a conflict of interest.

CONCLUSION

Council should receive the Capital Projects Report Quarter 3 - 2019/2020 and note the impacts created by the Covid-19 pandemic.

ATTACHMENTS

1. Attachment 1_Capital Works Reporting - 18 April 2020 [5.8.1 - 11 pages]



- Completed
- Progressing
- On Hold
- Not Progressing
- Not Updated

Report Generated: 4/18/2020



Warrnambool City Council Capital Works Report

City Infrastructure

Capital Works

Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
Parks & Gardens	Street Tree Developer Contributions	Manager Infrastructure Services		25%	30/06/2020	Autumn plantings are about to commence.
	Developer - Rain Garden	Manager Infrastructure Services		25%	30/06/2020	Stage 3 in Coveland and Hollingsworth estates are three quarters complete.
Fleet Management	Minor Plant	Manager Infrastructure Services		55%	30/06/2020	Mowers procured.
	Heavy Plant	Manager Infrastructure Services		50%	30/06/2020	Compactor P/O issued. Tenders for Jet Vac tracked received and being assessed. 2 x mowers have been advertised and about to close. One maintenance truck left to purchase.
	Light Plant	Manager Infrastructure Services		85%	30/06/2020	Only one light vehicle left which is dependent on recruitment.
Footpaths/Bicycle Paths Renewal	Footpath and Bicycle Path Renewal	Coordinator Infrastructure Management		75%	30/06/2020	Works are progressing on addressing defects from Road Management Inspections.
Port of Warrnambool	Replacement of stairway Footings	Coordinator Assets & Development		95%	30/06/2020	Works complete. Funding acquittal to be completed and submitted to DoT.
	Replacement of Ramp Supports	Coordinator Assets & Development		100%	30/06/2020	Maintenance of failed timber landings on the public boat ramp are ongoing.

Q3 2019



Warrnambool City Council Capital Works Report

Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
	Safer Boating Facilities	Projects Engineer		40%	30/06/2020	 Works are progressing with ongoing meetings are being held with Project Control Group and Reference Groups to develop plans primarily for the two first portions of work; the boat ramp and breakwater stabilisation. The following works have been completed this period; Draft Boat ramp configuration design drawings, Breakwater revetment design options, drawing and assessment, Bathometric survey, Geotechnical report, Ecological report, and The Coastal impacts report is nearing completion. The focus on the next period will be to formalise the boat ramp and breakwater revetment plans, complete business cases ready for funding applications and commence the third portion of works, Develop harbour protection options including spur design (concept design).
	Harbour Dredging	Project Manager - City Centre Renewal		25%	30/06/2020	Public consultation complete, preferred option is back of dune disposal of spoil. Progressing to formal MACA application based on this option.
	Harbour Feasibility	Projects Engineer		30%	30/06/2020	This is a duplicate of PW3 Safer Boating Facilities.
	Warrnambool Breakwater Handrail	Coordinator Assets & Development		95%	30/06/2020	Works complete. Funding acquittal to be completed and submitted to DoT.

Q3 2019



Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
	Warrnambool Breakwater Pavement	Coordinator Assets & Development		100%	30/06/2020	Works have been successfully completed.
	Harbour Fish Cleaning Table Project	Projects Engineer		65%	30/06/2020	Works have been tendered and assessment is in process to appoint a suitable contractor to undertake the works. Construction is anticipated to be completed by the end of June.
Construction Engineering	Hopkins and Merri Rivers	Coordinator Assets & Development		90%	30/06/2020	Ongoing maintenance activities are being completed and well as inspections.
Building Renewal	Building Renewal General Funding	Coordinator Building Strategy & Services		90%	30/06/2020	Program is 90% complete, budget is fully committed.
	Public Toilet Renewal	Coordinator Assets & Development		25%	30/06/2020	A safety in design meeting has been held with emergency services, and a draft site suitability report has been prepared.
	Roof Access Audit and Improvements	Coordinator Building Strategy & Services		100%	30/06/2020	All programmed works have been completed.
	Changing Places Facilities	Coordinator Assets & Development		95%	30/06/2020	Practical completion for the building works has been reached, and required documentation is being prepared for the certification and registration process to be completed.
Airport	Minor Works	Coordinator Assets & Development		80%	30/06/2020	Minor works to fencing, landscaping and car parking areas have been completed. Operational service review is to occur in the final quarter.
Playground Renewal	Playground Renewal	Assets Planning Officer		40%	30/06/2020	Project tenders have been awarded works imminent.



Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
	Playground Renewal (Rate Cap Variation)	Assets Planning Officer		40%	30/06/2020	Project tenders have been awarded and works are imminent.
Road Construction	Street Lighting	Coordinator Infrastructure Management		60%	30/06/2020	Works scheduled for new lighting in Cannon Hill Car park and footpath link. Remaining funds to be use for Wollaston Road Lighting project
	Local Roads Rehabilitation and Resheets	habilitation and sheets Management - Foam Bitumen patching wo - Merrivale Drv - McKenzies Rd - Philmores Rd - Balmoral Rd Works Scheduled - Tozer Rd - Walsh Rd - Wiggs Lane Contribution		 Foam Bitumen patching works Merrivale Drv McKenzies Rd Philmores Rd Balmoral Rd Works Scheduled Tozer Rd Walsh Rd 		
	Carpark Line Marking	Coordinator Infrastructure Management		35%	30/06/2020	Future works proposed include CBD parking signage & new Tree Bollards Merri Street
	Road Safety Strategy Implementation	Coordinator Infrastructure Management		40%	30/06/2020	The following projects scheduled in the coming month - New Roundabout Timor/Kelp Intersection
	Road Safety Audit Implementation	Coordinator Infrastructure Management		60%	30/06/2020	Works Complete to date - Timor St Bike Lanes - Moore St Bike Lanes - Ward St Linemarking



Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
						- CDB Message Board - Liebig St Laneway Speed Hump
	Reseal Program (Including Carparks)	Coordinator Infrastructure Management		100%	30/06/2020	19/20 Reseal Program complete
	Construction of Queens Road	Manager Financial Services		0%	30/06/2020	Negotiations continuing and a report will be brought to a future meeting of Council.
	Pedestrian Serious Casualty Area Program	Coordinator Infrastructure Management		100%	30/06/2020	All projects completed.
	TAC - Railway Wombat Crossing	Coordinator Infrastructure Management		35%	30/06/2020	Works Tendered scheduled to commence in May completed by June.
	Fixing Country Roads	Coordinator Infrastructure Management		40%	30/06/2020	Works Tendered and awarded.
Bridge Construction	Bridge Construction Renewal	Manager Infrastructure Services		85%	30/06/2020	Stanley Street bridge beam works under procurement for completion by end of June. Hopkins River Bridge Contract awarded to be delivered in 20/21 financial year.
	Russells Creek Footbridge - St Josephs School	Manager Infrastructure Services		100%	30/06/2020	Project complete.
	Bridge Renewal (Rate Cap Variation)	Manager Infrastructure Services		100%	30/06/2020	Lake Pertobe Bridge 6 complete.



Warrnambool City Council Capital Works Report

Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
Footpath/Bicycle Path Construction	Footpath Construction	Coordinator Infrastructure Management		75%	30/06/2020	Works completed - Merri Street - Eliza Court Work in progress - Mortlake Rd Works programmed - Hopkins Pt Road
	Linkage Paths	Coordinator Infrastructure Management		75%	30/06/2020	Worm Bay Footpath link from Skate park to foreshore promenade complete. Remaining funds allocated to Lake Pertobe pathways.
	Footpath Renewal (Rate Cap Variation)	Coordinator Infrastructure Management		75%	30/06/2020	Cannon Hill Path, Pertobe Road Path, Russells Creek Path, and Wollaston Road Path complete.
Carpark Construction	Grace Avenue Land Swap	Director City Infrastructure		50%	30/06/2020	Significant progress made with property owners and MOU is being finalised.
	Disabled Parking Fund	Coordinator Infrastructure Management		90%	30/06/2020	 To date this year we have undertaken the following projects. New Accessible Car park Liebig St Outside 193 Warrnambool Medical Clinic New Accessible Car park Liebig St Outside Genu No 158 New Accessible Car park Lava St Outside 159 Kelper Alterations to Accessible carpark outside Swan Reserve Toilet New Accessible car park Koroit Street outside Warrnambool Hotel New Accessible car park Timor Street outside Gallery night club
	CBD Footpath Renewals	Manager Infrastructure Services		10%	30/06/2020	Consultant undertaking planning works for next year as part of City Centre finalisation.
	Central Bus Interchange	Director City Infrastructure		5%	30/06/2020	State Government have acknowledged the relocation fo the central bus interchange but have not committed funding for improvements.

Q3 2019



Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments	
	City Centre Taxi Rank	Director City Infrastructure		10%	30/06/2020	Outcome is dependent on resolution of Bus Interchange funding.	
Drainage Construction	Priority Backworks	Coordinator Infrastructure Management		25%	30/06/2020	Works to commence on 247 Morris Road next month. Designs for Gibson St, Botanic Rd and Hopetoun Street commenced.	
	Simpson Street Drainage	Manager Infrastructure Services		100%	30/06/2020	Complete.	
	Grace Avenue Carpark Development	Director City Infrastructure		50%	30/06/2020	Negotiations are progressing with landowners and an MOU is being developed.	
	Morris Road Pump Station	Coordinator Assets & Development		30%	30/06/2020	Contract award complete and finalising designs for issue for construction.	
	Russells Creek Flash Flood Warning System	Projects Engineer		15%	30/06/2020	Assessment of project deliverables required prior to procuring the flood warning system.	
	Eumeralla and Nullawarre Drainage Project	Director City Infrastructure		80%	30/06/2020	Council was contracted by CMA to clean out Buckleys Road tunnel and these works have been completed. Awaiting CMA direction on how remaining funds are to be spent. Progress has been made on the drainage strategy approval process for landowners.	
Other Construction	Light Pole Replacement	Coordinator Assets & Development		90%	30/06/2020	Works nearly completed, with two lights to be installed.	
	Public Signage	Coordinator Assets & Development		80%	30/06/2020	Contractor engaged to produce the wayfinding signage. Sign proof's have been approved and waiting for printing. To be installed by end of May 2020.	



Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments
	Depot Upgrade	Manager Infrastructure Services		90%	30/06/2020	Some projects delayed.
	Public Open Space Improvement Program	Manager Infrastructure Services		100%	30/06/2020	This program is being used as our contribution to offset Lake Pertobe grant funding.
	Lake Pertobe Upgrade Works	Coordinator Assets & Development		20%	30/06/2020	Bridge 6 works complete. Request for Tender for the play space has been advertised and closes 17 April 2020.
	CCTV and Lighting Installation	Manager City Amenity		50%	30/06/2020	Works are progressing on the Cannon Hill project.
	Beach Access Renewal and Risk Mitigation Program	Manager Infrastructure Services		25%	30/06/2020	Contract awarded. Stairs being fabricated for Moyjil.
Building Construction Capital	Aquazone Roof Replacement	Coordinator Assets & Development		95%	30/06/2020	Practical completion - HVAC upgrade to address condensation has been installed with minor duct work to be completed.
Small Infrastructure Fund	Merri River Environmental Improvements	Director City Growth		25%	30/06/2020	The Merri River Improvements Project is progressing in partnership with the Glenelg Hopkins Catchment Management Authority and Landcare Facilitator.
						Site selection and project planning for implementation in 2020.



Warrnambool City Council

Capital Works Report

Q3 2019

Cost Centre Capital Works Project **Responsible Officer** Traffic Progress Due Date Comments Lights Northern Director Citv 15% 30/06/2020 Design works being finalised for the consideration of Council. Infrastructure Entrance Landscaping Coordinator 30/06/2020 Construction of Project completed in October 2019. Dennington 100% Progress Infrastructure Association Management Carpark Dog Park 30/06/2020 Stage 1 works complete. Stage 2 (additional funding) works are being Manager City 95% Amenity planned. Jubilee Park **Recreation Planner** 100% 30/06/2020 The construction of the Jubilee Park public amenities was completed in Woodford Toilet March. The project, funded by Council's Small Infrastructure Fund was auspiced by the Warrnambool Flyfishers Club and overseen by Project Block Manager Arnold Brian, was delivered under budget. RSL Carpark Coordinator 100% 30/06/2020 Project completed in March 2020. Footpath Linkage Infrastructure Management Koroit Street Coordinator 100% 30/06/2020 Works Completed in October 2019. Playground -Infrastructure Picnic Table Management (Opposite MPower) Jamieson Street Coordinator 35% 30/06/2020 Design complete. Works scheduled to be constructed in May/June 2020. Infrastructure Footpath Linkage Management Hopkins River Coordinator Assets 100% 30/06/2020 Practical completion was achieved on 1 November. Hoist & Development The hoist is being advertised, users are being inducted with positive

WARRNAMBOOL CITY COUNCIL		bool City Co orks Report	ouncil			Q3	2019
Cost Centre	Capital Works Project	Responsible Officer	Traffic Lights	Progress	Due Date	Comments	
						feedback.	

5.9. STANLEY STREET - EDWARDS BRIDGE RENEWAL

PURPOSE:

For Council to endorse an application for the Australian Government's Bridges Renewal Program Round 5 for replacement of the Stanley Street bridge.

EXECUTIVE SUMMARY

- Edwards Bridge is an old timber bridge originally built in about 1895. Photographs of the bridge are provided as attachment 1 and 2.
- Council recently engaged a bridge consultant to assess the condition of the bridge, provide advice on the applicability of the current 20 tonne load limit, and provide an options report for renewal works for the bridge.
- The advice received is that the bridge has reached the end of its serviceable life, the load limit should be reduced to 15 tonne, and some strengthening steel beams need to be installed as soon as practicable.
- Requests for quotations are currently being sought to install the strengthening beams at an estimated cost of \$80,000.
- Five (5) renewal options are being investigated, with preliminary cost estimates ranging from \$1.06M \$2.69M, and following the full design process could be as high as \$3.0M.
- Applications close 29 May and Council needs to approve an application which if successful requires a 50% funding contribution from Council, est. up to \$1.5M.
- It is proposed that this co-contribution would be funded through the roads and bridge renewal program over two financial years, while also exploring other state funding opportunities to offset Council's contribution.

RECOMMENDATION

That Council:

- 1. Acknowledge the options produced for renewal of the Edwards Bridge will be assessed by Council's Infrastructure Engineers and that further work may be required before a preferred option is selected, and a final design can be produced.
- 2. Direct that an application for the Bridges Renewal Program Round 5 be prepared and submitted with planning, geotechnical investigations and design programmed for 2020/21, and construction planned for 2021/22; including a commitment of 50% funding by Council of up to \$1.5M.
- 3. Direct that investigations be undertaken to determine if there are any other external funding sources to assist with the local contribution under the Australian Government's Bridge Renewal Program; and
- 4. Acknowledge that all necessary permit applications are being prepared and discussions will commence with relevant authorities and the community.

BACKGROUND

Edwards Bridge crosses the Merri River in Stanley Street. It is a 5-span timber bridge, 37m long and 6.1m wide between kerbs. The bridge was probably built in the mid-1890's as original design drawings are dated 1894. A timber walkway was attached to the southern side at a later date.

Edwards Bridge is the 2nd oldest surviving bridge in Warrnambool. (The Wollaston bridge was built in 1890). It currently has a 20 tonne load limit, which has been in place for a number of years.

The original piles were in extremely poor condition and repairs were undertaken in 2017 to enable the 20 tonne load limit to remain in place so that the town bus could continue to cross the bridge.

Council recently engaged a VicRoads pre-qualified bridge consultant to assess the condition of the structure, provide advice on the current load limit, and provide an options report for rehabilitation works on the bridge, or replacement.

The Consultant carried out a detailed "Level 3" condition assessment of the bridge. The bridge was closed for 2 days to enable some deck timbers to be removed to provide access to assess the condition of the tops of the main timber beams.

From the Level 3 condition assessment, the Consultant concluded that:

- 1. The bridge load limit should be reduced to 15 tonne, mainly due to structural deterioration of some of the main longitudinal timber beams;
- 2. The deck cross beams should be propped with temporary steel beams placed adjacent to the outer main longitudinal beams for the full length of the bridge, each side of the structure, as soon as practicable. Estimated cost: \$80,000;
- 3. The bridge has reached the stage where an option for major repair is not economical, on a whole of life costing comparison with a replacement bridge; and
- 4. An option for replacement of the road bridge should be implemented within 12 months.

Quotations are currently being sought to install the temporary steel beams, as recommended.

A number of options are being considered for rehabilitation or replacement of the structure, including the following:

- 1. Retain existing bridge with following scope of works:
 - a. Planning & design;
 - b. New outside "bridge-ply" timber main beams full length both sides;
 - c. New "bridge-ply" timber main beams B3 Span 2 and B4 Span 5;
 - d. Redeck whole bridge with "bridge-ply" timber;
 - e. Maintenance to corbels/abutment sheeting; and
 - f. Replacement of wingwalls.
- 2. Retain existing bridge with following scope of works:
 - a. Planning & design;
 - b. All new "bridge-ply" timber girders;
 - c. Redeck whole bridge with "bridge-ply" timber;
 - d. Maintenance to corbels/abutment sheeting; and
 - e. Replacement of wingwalls.
- 3. Retain existing bridge as is for fishing platform and for cyclists/pedestrians & construct new reinforced concrete bridge on the north side of the existing bridge, on a less sharp skew for vehicles only. Scope of works:
 - a. Maintenance to corbels/abutment sheeting on existing bridge;
 - b. Planning, geotechnical investigation & design;
 - c. Construct reinforced concrete bridge on north side for traffic only (37m x 8.6m); and
 - d. Construct new road approaches and modify roundabout.
- 4. Construct new reinforced concrete bridge on north side of existing bridge on a less sharp skew for vehicles plus a walkway/fishing platform. Demolish existing bridge. Scope of works includes:
 - a. Planning, geotechnical investigation & design;
 - b. Construct reinforced concrete bridge on north side for traffic + fishing platform and pedestrians/cyclists (37m x 10.6m);
 - c. Construct new road approach and modify roundabout; and
 - d. Demolish existing bridge.

- 5. Demolish existing bridge. Construct new reinforced concrete bridge on existing bridge alignment for vehicles plus a walkway/fishing platform. Scope of works includes:
 - a. Planning, geotechnical investigation & design;
 - b. Demolish existing bridge;
 - c. Construct reinforced concrete bridge on existing alignment for traffic + fishing platform and pedestrians/cyclists (40m x 10.6m); and
 - d. Minor tie-in roadworks.

Sketch plans of the above 5 options are included in attachments 3-7 respectively.

ISSUES

Heritage Value of the Existing Bridge

Because of its age (approximately 125 years) and the fact that that there has been little alteration to the structure since it was originally built, it is considered that the existing Edwards Bridge will have heritage values.

It is also believed that residents in the area may value the bridge because of its age and aesthetic appeal.

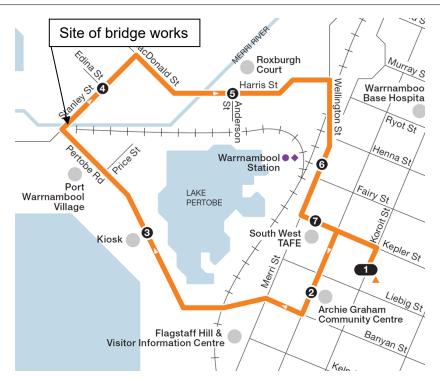
Although the bridge isn't currently listed on the Victorian Heritage Register, it is protected by the Planning Scheme and a Planning Permit will be required for the demolition or any significant change to the structure.

Traffic Demand

A traffic count undertaken near the bridge in Stanley Street in May 2019 indicated an Annual Average Daily Traffic (AADT) count of 2,309 vehicles/day with 6% commercial vehicles. However, in the January holiday period traffic volumes can reach 3,500 vehicles per day in Stanley Street.

Stanley Street is part of a town bus route with town buses having a maximum load capacity of 19 tonne.

Route No. 5 of the town bus service departs from the Koroit St bus interchange (south side) and travels via Koroit St, Kepler St, Timor St, Banyan St, Pertobe Rd, Stanley St, MacDonald St, Harris St, Wellington St and Merri St to Warrnambool Station; then via Merri St and Kepler St back to the Koroit St bus interchange. Refer to the following map:



There is a demand for a number of other heavy vehicles to use the route, but they are unable to do so because of the load restriction on the bridge. Eg large tourist buses, concrete trucks, semi-trailers, and other large commercial vehicles associated with the operation of the port.

Some of these vehicles have access to the beach and port area via the alternative route along Pertobe Road. However, any high vehicles (eg. mobile crane, construction equipment or large boats) cannot use the Pertobe Road route because of the low hanging canopies of the Norfolk Island Pine trees. Currently some of these vehicles are managed under an individual permit system to use the Stanley Street bridge. Permits are provided under strict conditions where they are escorted over the bridge at walking pace with wheel loads positioned to reduce stresses on individual structural members.

Harsh Coastal Environment

The bridge site is located on the Merri River estuary approximately 450m from the Southern Ocean. The river is tidal at this location with salt water spray affecting the structure. It is therefore a very corrosive environment and this needs to be taken into account when choosing materials for any new structure.

If a reinforced concrete bridge is to be built, the current Australian Standards for construction in a coastal environment dictate that reinforcement cover will need to be greater than normal and there will need to be a higher than normal strength of concrete used. Alternatively, carbon fibre or glass fibre reinforcement could be used instead of steel. In any case, because of this harsh coastal environment, construction costs will be higher than normal.

Flooding

Further investigation will need to be carried out on the 1% AEP event flood level in the vicinity of the bridge and taken into account during the detailed design process.

Required Approvals

The following approval processes will need to be followed as part of the pre-planning for works:

- Native title determination;
- Cultural heritage assessment;
- Marine & Coastal Act consent;
- Planning permit; and
- Glenelg Hopkins Catchment Management Authority Licence for Works.

It is considered that generally there would be less risk of project delays if the new bridge is to be constructed on the existing alignment. This is because the site has previously been disturbed and has been used as a river crossing for many years.

The exception to this would be if heritage issues result in restrictions being placed upon Council regarding the demolition of the existing bridge.

Advantages/Disadvantages of 5 Options

The following table provides details of a short list of 5 options considered by the Consultant for upgrading or replacement of the structure. The table provides the expected level of service, first order estimated costs based upon rates provided by Council's Consultant, and lists the advantages and disadvantages of each option.

Option No.	De	scription	First Order Estimate	Advantages/Disadvantages
1	sco	tain existing bridge with following ope of works:	\$1,060,000	Minimum medium-term solution
	*	Planning & design		15 tonne load limit
	*	New outside "bridge-ply" main timber beams full length both sides		Requires significant on-going maintenance
	*	New "bridge-ply" timber beams B3 Span 2 and B4 Span 5		Renewal required to be re- considered in 10 years
	*	Redeck whole bridge - "bridge ply" timber		Minimal heritage issues to address
	*	Maintenance to corbels/abutment sheeting		Traffic barriers don't meet current standard
	*	Replacement of wingwalls		Requires closure of bridge during construction – 10 weeks
				Minimum 18-month project including planning & design
2	sco	tain existing bridge with following pe of works:	\$1,120,000	Improvement to current service level
	*	Planning & design		20 tonne load limit
	*	All new "bridge-ply" main timber beams		Requires medium on-going maintenance
	*	Redeck whole bridge - "bridge ply" timber		Renewal delayed for consideration for 20 years
	*	Maintenance to corbels/abutment sheeting		Minimal heritage issues to address
	*	Replacement of wingwalls		Traffic barriers don't meet current standard
				Requires closure of bridge during construction period - 10 weeks
				Minimum 18-month project including planning & design
3	pla cor of e	tain existing bridge as-is for fishing tform and for cyclists/pedestrians & nstruct new RC bridge on north side existing bridge on a less sharp skew vehicles only. Scope of works:	\$2,470,000	Long term solution - 80+ years for new bridge, 30+ years for existing footbridge
	*	Maintenance to corbels/abutment sheeting on existing bridge		Lowest new bridge length due to less skew. Lowest new bridge width - no footpath
	*	Planning, geotechnical investigation & design		Additional road realignment works
	*	Construct RC bridge on north side for traffic only (37m x 8.6m)		No load limit

	*	Construct new road approach and		Requires medium on-going
		modify roundabout		maintenance of existing structure, but life extended significantly because of removal of traffic loads.
				Renewal of old footway bridge delayed for consideration for 30 years
				Less heritage issues to address
				Traffic barriers meet todays
				standards
				Minor disruption to traffic during construction period
				Minimum 2 years project including planning & design
4	of e for plat exis	nstruct new RC bridge on north side existing bridge on a less sharp skew - vehicles plus a walkway/fishing tform (37m x 10.6m). Demolish sting bridge. Scope of works udes:	\$2,690,000	Long term solution – 80+ years
	*	Planning, geotechnical investigation & design		Shortest length bridge due to less skew
	*	Construct RC bridge on north side for traffic + pedestrians/cyclists		Additional road realignment works
	*	Construct new road approach and modify roundabout		No load limit
	*	Demolish existing bridge		Minimal maintenance for 20 years
				Heritage issues to address
				Traffic barriers meet today's standards
				Some disruption to traffic during construction period
				Minimum 2 years project including planning & design
5	bric veh	molish existing bridge. Construct new lge on existing bridge alignment for iicles plus a walkway/fishing platform m x 10.6m) Scope of works includes:	\$2,660,000	Long term solution – 80+years
	*	Planning, geotechnical investigation & design		Longer bridge because of 45 degree skew.
	*	Demolish existing bridge		Minimal roadworks
	*	Construct RC bridge on existing alignment for traffic + pedestrians/cyclists (38m x 10.6m)		No load limit
	*	Minor tie-in roadworks		Minimal maintenance for 20 years
				Heritage issues to address
				Traffic barriers meet todays standards
				Lengthy road closure during construction period - 16 weeks
				Minimum 2 years project including planning & design

FINANCIAL IMPACT

There is a partial funding opportunity under Round 5 of the Australian Government's Bridge Renewal Program.

Round 5 applications of this program opened on 17 March 2020 and will close on 29 May 2020. Funding is for up to 50% of the design and construction costs, with an expected announcement of successful applications in July 2020.

Funding conditions include that successful projects must start construction within 12 months of signing the project approval instrument and construction must be completed within 24 months of signing the project approval instrument.

If Council was successful in a funding bid, planning/design would need to be undertaken in Year 1 (2020/21) and construction completed in Year 2 (2021/22). For the Option No. 5, Council would need to budget as follows:

Year	Activity	Total Estimated Cost (\$ excl GST)	Australian Government Grant – 50% (\$ excl GST)	Council Contribution 50% (\$ excl GST)
2020/21	Planning, geotechnical investigation and design	170,000	85,000	85,000
2021/20	Demolition of old bridge & construction of replacement	2,420,000	1,210,000	1,210,000
2021/20	Construction of road/footpath approaches	100,000	50,000	50,000
	Totals	2,690,000	1,345,000	1,345,000

As the detailed design process has not yet commenced a replacement cost of up to \$3.0M will be assumed.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council plan initiatives:

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

- 3.3 Build Infrastructure that best meets current and future community needs.
- 3.4 Maintain and enhance existing Council infrastructure

TIMING

A minimum of 2 years is required for planning, geotechnical investigations, design and construction of the bridge.

COMMUNITY IMPACT / CONSULTATION

As indicated above, it is likely that local residents and persons interested in Warrnambool's heritage would place a heritage value on the existing Edwards bridge.

As part of the design and approvals process Council will need to advertise its intentions regarding the existing bridge. It is currently too early to state with any certainty which of the listed options will become the final option until detailed assessments and permit requirements are fully understood.

LEGAL RISK / IMPACT

Stanley Street is classified as a local road and Warrnambool City Council is the Responsible Road Authority under the Road Management Act.

Council is responsible for managing the Edwards Bridge, including the imposition of load limits. Council is required to seek VicRoads approval for any changes to load limits as a load limit is considered to be a Major Traffic Control item.

There is a risk that a large vehicle may attempt to cross the bridge (despite the posted load limit) and significant damage to the structure may ensure. Any major damage could require a significant amount of time to repair, resulting in the bridge being closed for that period.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of this report has declared any conflict of interest.

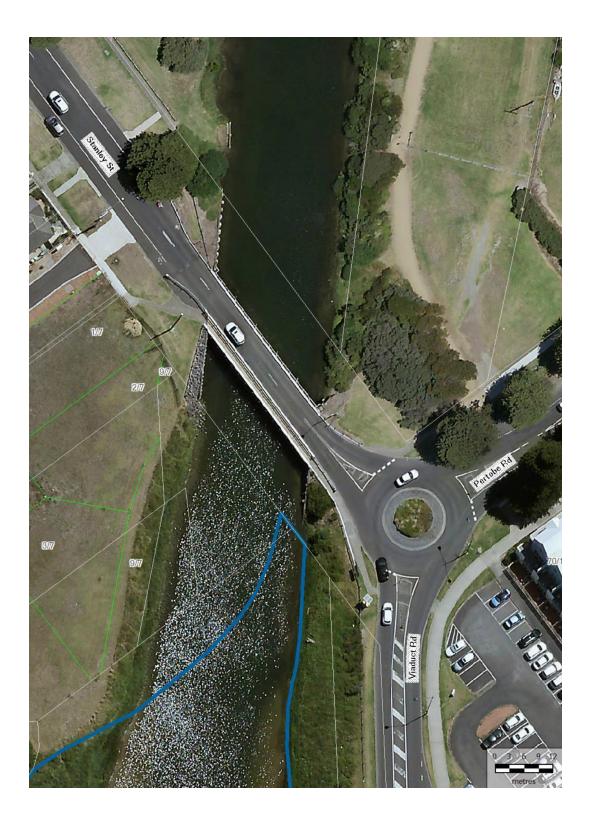
CONCLUSION

The Edwards Bridge has reached the end of its serviceable life. Urgent works are required to strengthen the bridge to keep it serviceable until the bridge can be renewed.

It is recommended that the Council authorise officers to submitted a funding application to the Bridges Renewal program Round 5, acknowledging a 50% funding commitment up to \$1.5M (\$3M total project cost) to be funded through two financial years of the roads renewal program and the 21/22 bridges renewal program.

ATTACHMENTS

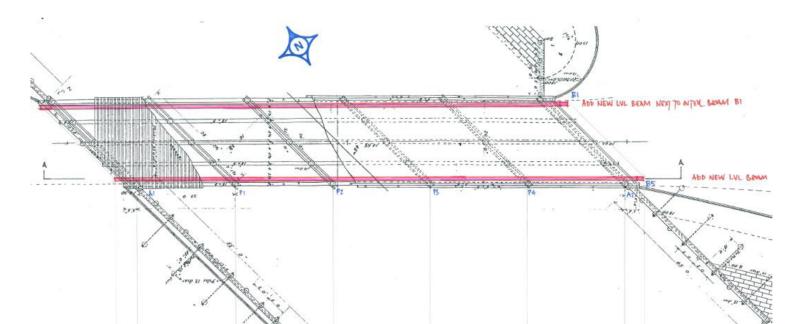
- 1. Attachment 1 Aerial photograph of bridge site [5.9.1 1 page]
- 2. Attachment 2 General views of the bridge [5.9.2 1 page]
- 3. Attachment 3 Sketch plan of Renewal Option No. 1 [5.9.3 1 page]
- 4. Attachment 4 Sketch Plan of Renewal Option No. 2 [5.9.4 1 page]
- 5. Attachment 5 Sketch Plan of Renewal Option No. 3 [5.9.5 1 page]
- 6. Attachment 6 Sketch Plan of Renewal Option No. 4 [5.9.6 1 page]
- 7. Attachment 7 Sketch Plan of Renewal Option No. 5 [5.9.7 1 page]



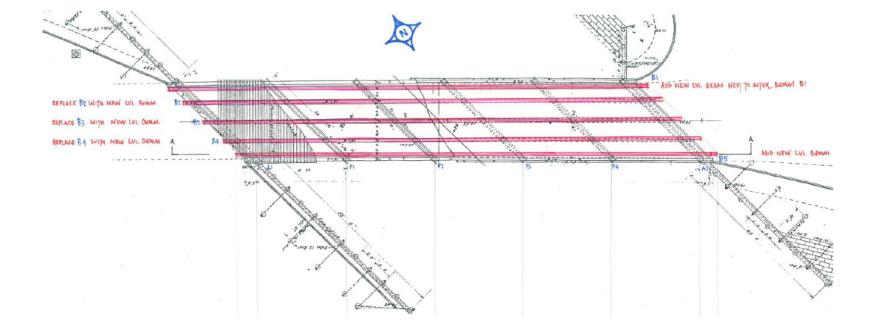


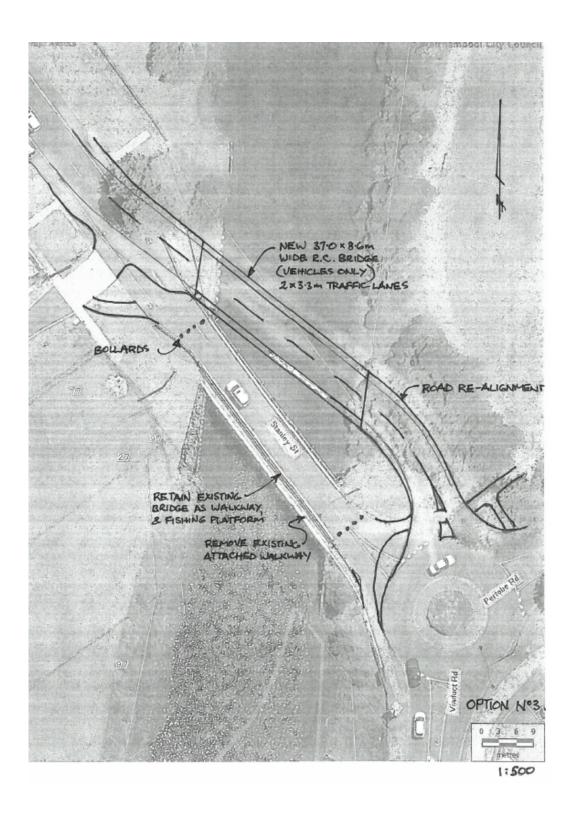


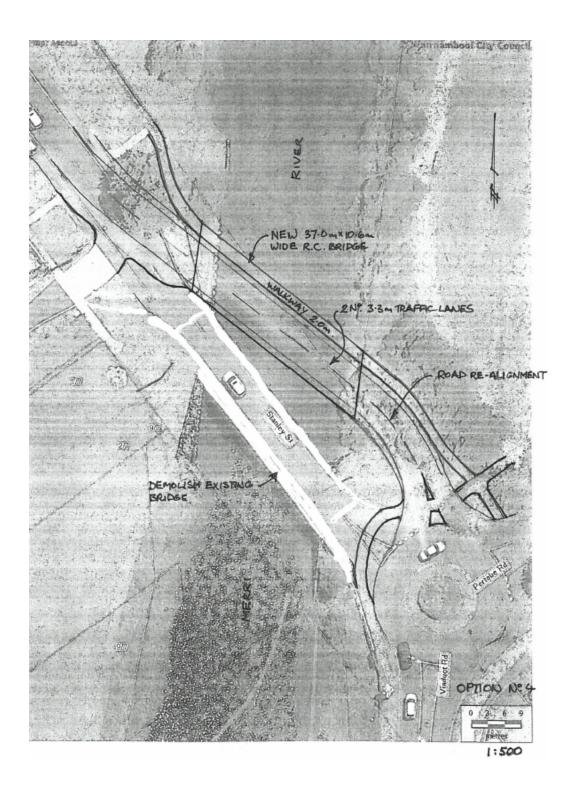


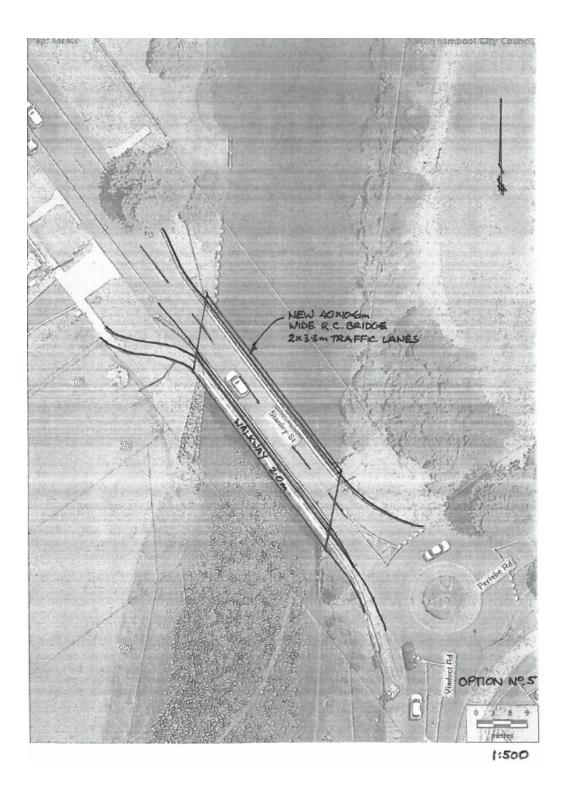












5.10. CLEANING CONTRACT EXTENSION

PURPOSE:

The purpose of this report is to discuss a proposed one-year extension to Contract 2016031 – Provision of Cleaning of Main Council Buildings.

EXECUTIVE SUMMARY

- On the 18 May 2016 Council awarded 2016031 Provision of Cleaning of Main Council Buildings, a three (3) year contract for the provision contract cleaning of Main Council buildings with an option for a further two by one (1) year extensions at an annual estimated cost of \$277,605.44.
- The current contract provides for cleaning services Civic Centre, Regional Library, Art Gallery, Archie Graham Centre, Aquazone, the Arc Stadium, Flagstaff Hill, Children's Services Centre, Florence Collins Children's Services Complex, Lighthouse Theatre, Harbour Pavilion and Civic Centre West Wing.
- The contract value is now expected to exceed delegated levels and the extension must therefore be considered by Council.

RECOMMENDATION

That Council

- 1. Agree to exercise the option to extend Contract 2016031 Provision of Contract Cleaning of Main Council Buildings by one (1) year, with the extension of Contract through to 1 August 2021.
- 2. Acknowledge that the contract pricing is subject to the originally tendered Schedule of Rates Contract Provisions subject to the annual Consumer Price Index contract adjustments.
- 3. Authorise the Director City Infrastructure to negotiate and finalise contractual requirements.
- 4. Authorise the Chief Executive Officer to extend Contract 2016031 Provision of Contract Cleaning of Main Council Building until 1 August 2021, in line with the conditions of Contract.

BACKGROUND

The Contract commenced 1 June 2016 with an agreed term of three (3) years, subject to a price rise adjustment based on movement in the CPI as determined by the Commonwealth Government in each of the years 2017 and 2018. Conditions of the current contract allow for two x one (1) year extensions.

Advanced National Services (ANS) is a nationwide company and holds several other cleaning contracts in the local area, including the barbecue and public amenity cleaning for Warrnambool City Council and Glenelg Shire and private childcare centers among other facilities.

Council took up the option to extend the Contract by one (1) year last year in line with the Contract provisions, with the Contract currently set to expire on 1 August 2020.

The Contract provides excellent value for Council, with the overall performance of the Contractors being satisfactory it is considered the best value for money to extend the Contract for the further one (1) year extension option that is available on the current Contract.

The cost of extending the current contract arrangements is budgeted for in the 2020/2021 draft budget.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

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

3.4 Maintain and enhance existing Council infrastructure

4 Develop a smarter economy with diverse and sustainable employment

4.3 Enhance the visitor experience.

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

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

LEGAL RISK / IMPACT

Council must enter into a tender arrangement due to the value of this service. There is also significant risk of a tender process not being completed prior to the end of the current Contract period due to the Covid-19 pandemic.

OFFICERS' DECLARATION OF INTEREST

No officers involved in preparation of this report have declared interest in the recommendation.

CONCLUSION

It is considered the current cleaning contract provides the best value for money to Council and will ensure continued service until 1 August 2021.

ATTACHMENTS

Nil

5.11. PRINCIPAL PEDESTRIAN NETWORK - STATUS REPORT AND CONSULTATION PLAN

PURPOSE:

This report provides an update on the development of the Principal Pedestrian Network (PPN).

EXECUTIVE SUMMARY

- The PPN will assist Council to prioritise renewal, upgrades and new expenditure on footpaths throughout Council.
- The PPN models pedestrian movements and identifies current and potential usage along routes to key destinations (community centres, shops, schools, public transport, and open space).
- Council has completed a draft report that outlines the findings of the modelling and the proposed PPN routes - Refer Attachment 1.
- Gaps in network for footpaths, pedestrian improvement projects/ safe crossings and other streetscapes are identified and listed in the report.
- The next stage in establishing the PPN is to engage with the community, this engagement aims to increase awareness of the principle network and the need to prioritise expenditure, refine the model to ensure community values are reflected and to consult on the draft levels of service.

RECOMMENDATION

That Council:

- 1. Agrees to advertise the draft Principal Pedestrian Network for public comment for a period of not less than 28 days.
- 2. Receives a future report to adopt the Principal Pedestrian Network which summarises any submissions and amendments made to the document, following the consultation period.

BACKGROUND

Each year Council invests over \$300,000 in new pathways to improve the connectivity of the City for pedestrians and cyclists. This significant investment is guided by the Sustainable Transport Strategy 2010-2020 (STS) the implementation of which must consider a range of factors in order to prioritise proposed pathway and cycleway improvements that have a total cost of over \$12 million.

The PPN expands on the STS and greatly assists in understanding the specific routes that provide the most potential community benefit. PPN assesses the individual points of origin and the associated destinations and maps the routes with the most potential for 'transport' walking trips.

A robust PPN will ensure Council invests pathway funds optimally and will provide the strategic justification for pathway projects, both new linkages and improvements to existing, and that may also assist in leveraging external funds where opportunities arise.

Now that the origin destination assessment, shortest route analysis and pedestrian counts have been completed a draft PPN and associated maps and report is available for the final first stage of community consultation. The community consultation in relation to PPN aims to 'truth' the outcomes of the analysis by overlaying specific values of the community, this will pick up the less quantifiable parameters like route preference, amenity and perception of safety. The community will also be invited to provide feedback on issues like; network gaps, pedestrian improvement projects, and minimum and desired level of service such as lighting, seats and shade trees.

A consultation strategy has been developed using the IAP2 approach. The preferred method of consultation will be via 'your say Warrnambool' utilising a consultation tool called CrowdSpot. CrowdSpot is an online mapping platform which allows community to state their comments on the identified routes or projects by adding points to the map. This method has been successful among various other communities and has proven very effective in projects like PPN and cycling strategies that benefit from the map-based interface.

ISSUES

The PPN model is based on shortest route analysis which determines the shortest route between origins and destinations such as from residential areas to shopping centres or schools. Consultation with the community now needs to be undertaken to account for other factors such perceptions of safety, amenity and other drivers of user preference.

The pedestrian counts undertaken as part of the PPN development show that the current number of pedestrians is relatively low. Busy road networks or gaps in infrastructure could likely be preventing/ deterring people from accessing key destinations by foot. Hence it is important for Council to consider additional pedestrian infrastructure projects that are supported by sound data and community support.

Pedestrian safety and all-abilities access also needs to be considered. This may identify improvement to existing pathways in order to remove these barriers preventing people from walking.

Council's current annual budget is \$346,000 for new footpaths, of which \$132,000 is for on-road footpaths and \$214,000 is for pedestrian linkages which are mostly in open spaces. This typically equates to around 1km of footpath per year being constructed and generally these are 100% Council funded.

FINANCIAL IMPACT

The community consultation will cost around \$7,000 funded from the City Infrastructure Directorate with the bulk of this expense being configuration and hosting of the Crown Spot software that will be the map-based interface for the community feedback. Other costs include promotion of the consultation opportunity and professional analysis and reporting on the feedback provided.

Finalising the PPN will provide Council with a comprehensive Footpath Strategy to prioritise Council's own expenditure and to ensure Council and Community is prepared with data to support applications for future funding opportunities.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report supports the following Council plan initiatives:

1 Sustain, enhance and protect the natural environment

- 1.2 Commit to being a carbon neutral organisation by 2040.
- 1.3 Assess our climate change preparedness
- 1.5 Educate and partner with the community on Council's sustainability initiatives

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

- 2.1 Promote healthy lifestyles
- 2.2 Increase participation, connection, equity, access and inclusion
- 2.3 Increase community health and social connections.

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

2.8 Increase participation opportunities for disadvantaged members of the community.

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

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

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

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

3.4 Maintain and enhance existing Council infrastructure

4 Develop a smarter economy with diverse and sustainable employment

4.2 Encourage more sustainable local business.

4.3 Enhance the visitor experience.

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

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

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

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

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

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

5.4 Deliver customer-focused, responsive service

Council has the following strategic documents that identify projects that relate to active transport and pedestrian safety upgrades:

- 1. Council Plan (2017-2021)
- 2. Warrnambool A healthy City (2017-2021)
- 3. Warrnambool Sustainable Transport Strategy (2010-2020)
- 4. Warrnambool Open Space Strategy- 2014
- 5. Warrnambool City Wide Housing Strategy, 2012
- 6. Green Warrnambool 2018
- 7. Warrnambool 2040

TIMING

Consultation can commence immediately and will be open to the community for at least a month. Reporting back to Council with the community feedback summary and any proposed changes to the PPN is proposed for mid-2020.

COMMUNITY IMPACT / CONSULTATION

Consultation is a critical component of the PPN development, a Community Consultation Strategy has been developed using the IAP2 framework. The consultation method proposed uses 'Crowd Spot' - used very successfully by several other Victorian councils for similar strategic projects but has not yet been used at Warrnambool. A copy of the consultation plan is provided as **Attachment 2**.

Crowd Spot is tailor made for this type of project, it allows users to see the information in an interactive map and add comments by placing pins on the map, these pins identify both 'likes' for positive comments and 'issues' which are the opportunities for improvement.

The real power of the software comes from the ability for users to see the other feedback provided, this allows people to support the feedback of others which is both powerful and collaborative but also makes data analysis very easy by reducing duplication of like issues.

LEGAL RISK / IMPACT

The PPN will enhance Council's ability to promote sustainable transport lifestyles and infrastructure opportunities. This project will facilitate the delivery of a coordinated network of pathways for the City, this will maximise pedestrian transport efficiency and assist to enhance the walkable city.

By undertaking this process Council will improve the level of consultation in footpath construction planning and give the community more confidence that the right projects are being delivered. The PPN and the consultation process will have a positive impact on Councils reputation and reduce the risk of negative feedback and delays at the individual project stage.

OFFICERS' DECLARATION OF INTEREST

No officers involved in the preparation of this document have declared any conflict of interests.

CONCLUSION

The community consultation method recommended is expected to have a higher level of engagement and will enable the community to provide their interest on projects. Hence Council could prioritise the future projects accordingly.

ATTACHMENTS

- 1. Warrnambool PPN draft low resolution [**5.11.1** 52 pages]
- 2. Attachment 1_PPN Community Consultation Strategy [5.11.2 24 pages]



Warrnambool Principal Pedestrian Network Report

WARRNAMBOOL CITY COUNCIL



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1. INTRODUCTION

The first chapter of this report outlines an overview of the project and identifies the project objectives and study area.



Attachment 5.11.1

1.1 OVERVIEW

Walking is one of the most beneficial modes of transportation. A form of active transport, walking offers a broad range of health, environmental, economic and social benefits. Best suited for shorter trips, many people walk to local destinations such as shops, cafés, parks or schools. Many public transport journeys include walking to a bus stop or train station and then walking to the final destination.

Warrnambool City Council is working with the local community to become less reliant on private motor vehicle transport and shifting towards utilising more modes of active transport. This is highlighted in the 'Vision of the City, Sustainable Transport Strategy'.

The Strategy encourages safe, well connected and

Warmambool PPN Draft Report

environmentally responsible travel throughout the city.

One of the key objectives identified in Warrnambool's Sustainable Transport Strategy is to strengthen the pedestrian network by identifying missing gaps in paths and pedestrian infrastructure. To encourage more walking trips within the municipality, it is imperative that walking links are safe, convenient and attractive, and that guidance for walkers is clear. Acknowledging the importance of walking Warrnambool City Council wishes to build on the work of the Strategy by developing a Principal Pedestrian Network (PPN) across the city to facilitate increased rates of walking, particularly as a mode of transport.

The PPN will be used by Council to prioritise its future investigations and infrastructure upgrades to those links that are key connections across the municipality.

1.2 PROJECT OBJECTIVES

The overarching objective of developing a PPN is to increase the amount of local trips undertaken on foot.

This can be achieved by making the shortest walking route the highest quality route. The development and implementation of the PPN also aims to:

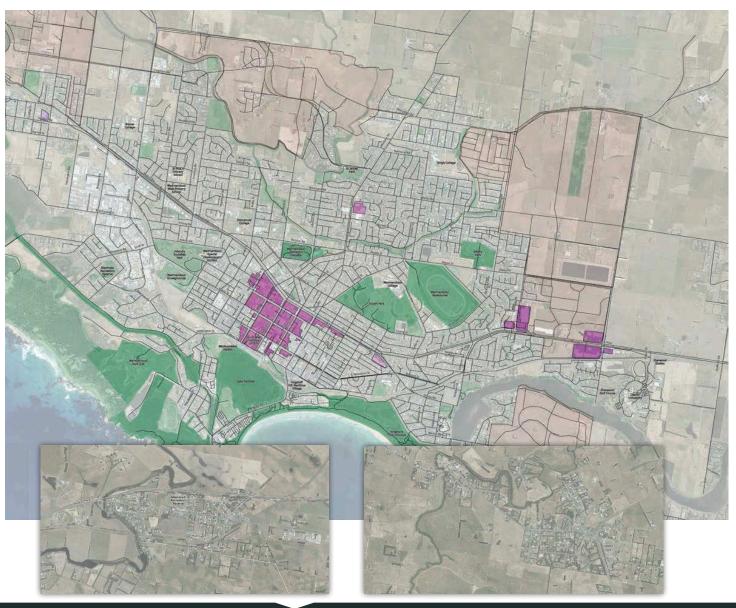
- Promote forms of transport with the lowest impact on the environment, health and well-being,
- Reduce the use of private motor vehicles transport for short, local trips, and
- Facilitate better access to, and greater mobility within local communities.





1.3 STUDY AREA

The project focuses on delineating a PPN across the Warrnambool City Council municipality, including the townships of Allanswood and Woodford.



Warrnambool PPN Draft Report

1.4 WHAT IS A PRINCIPAL PEDESTRIAN NETWORK?

A Principal Pedestrian Network (PPN) is a strategic network of pedestrian routes to promote walking for transport. A walking route within the PPN will provide the highest level of service for pedestrians.

Characteristics such as generous footpaths, shade and weather protection, seating and priority over other transport modes at intersections are all ways of providing a comfortable and enjoyable walking environment.

The State Government approved methodology has been used to guide this project. The PPN will provide Warrnambool City Council with a tool to develop a framework and evidence base for the inclusion of pedestrian needs in transport and planning by:

- Mapping pedestrian movements in the municipality and identifying priority routes; and,
- Planning for and prioritising infrastructure improvement to encourage and support increased levels of walking.

The PPN will identify pedestrian routes that have the potential to connect a higher number of people to key destinations. Once key routes are identified, Warrnambool Council will have the ability to prioritise and plan for capital works improvements to the areas that are subject to high levels of pedestrian traffic. The implementation plan assists in the delivery of safe and accessible pedestrian facilities for the local community, and ultimately supports Council's vision to provide high quality, safe and accessible pedestrian facilities across the municipality.

Figure 3 - A Principal

Pedestrian Route (Source: PPN Guidelines)



Figure 2 - An existing pedestrian route (Source: PPN Guidelines)



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2. STRATEGIC CONTEXT

The chapter summarises the key strategic work that has been undertaken by Warrnambool City Council that supports the development of the Principal Pedestrian Network.



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2.1 EXISTING STRATEGIES & REPORTS

2.1.1 WARRNAMBOOL - A HEALTHY CITY, 2017 - 2021

The Warrnambool Health and Wellbeing Plan provides guidance on strategies to improve the health and well being of the Warrnambool community.

The Plan supports improvements in local health and well being through policy, community partnerships, cultural change and creating safe, convenient, inclusive and accessible places which encourage physical activity. The Plan outlines the priority issues to be addressed including supporting healthy lifestyles and increasing active living.

Development of a PPN will support the objectives of Warrnambool, A Healthy City by:

- Identifying key pedestrian routes to enable Council to prioritise the delivery of paths and supporting infrastructure on these key walking routes. This will increase the amount of people likely to walk to work, school, the local shops and parks, as well as walking for recreation.
- Providing a tool for promotion of active transport
- Supporting the most equitable mode of transport that has the greatest benefit for community health and well being.

2.1.2 WARRNAMBOOL SUSTAINABLE TRANSPORT STRATEGY, 2010 - 2020

Warrnambool City Council is working with the local community to be a city that is less reliant on private motor vehicles and more reliant on active transport modes.

There are numerous benefits to increasing a community's use of sustainable transport, including improved health, financial and environmental outcomes for individuals and society more broadly.

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Consultation conducted as part of the development of the Strategy indicated that members of the Warrnambool community would utilise sustainable transport modes more frequently if improvements were made to the existing infrastructure to enhance quality, connectedness and safety.

The Development of a PPN will support the objectives of this Strategy by:

- Addressing gaps in the footpath and shared path system,
- Identifying missing pedestrian infrastructure and amenities,
- Improving connectivity between key destinations,mapping verification & validation, and;
- Raising awareness of the benefits of walking and promotion of the walking network and infrastructure.

2.1.3 WARRNAMBOOL OPEN SPACE STRATEGY - 2014

Warrnambool has a large network of parks and reserves that are key attractions for locals and visitors. They play a significant role in contributing to

Warrnambool's coastal character and outdoor lifestyle. The purpose of the draft Warrnambool Open Space Strategy is to provide an overarching framework to direct open space planning and management to 2026, ensuring the network is preserved and enhanced for current and future residents.

The overarching vision for open space in Warrnambool is having a high quality, diverse, accessible open space network that reflects community needs and enhances social connection, environmental protection and economic benefit. It is intended that Warrnambool's open space network will be: accessible, adaptable, connected, efficient, diverse, equitable, sustainable and protective of the environment.

The most significant issue at the municipal level appears to be the connectivity between open spaces, including along some waterways. The Development of a PPN will support the objectives of this Strategy by:

- Improving connectivity issues between homes and parks, reserves and waterways, and
- Contributing to the activation of open space by making the journey to the local park easy, safe and enjoyable.

2.1.4 WARRNAMBOOL CITY WIDE HOUSING STRATEGY, 2013

Warrnambool is forecast to grow at 1.4% per annum over the next 20 years. By 2031, the City is expected to be home to over 43,000 people. Based on forecast growth and household sizes, 225 new dwellings need to be constructed per year to meet demand, and most of these dwellings are projected to be constructed within growth areas. The combination of growth areas and infill opportunities will enhance the diversity of housing choices available to new and existing residents.

The significant growth anticipated for Warrnambool will require adequate levels of infrastructure and social services and will result in additional demand for water, energy, transport and utility infrastructure.

The Development of a PPN will support the objectives of this Strategy by:

- Planning for the transport needs of future communities, by ensuring that walking is integrated into the transport network, and
- Assisting Council with prioritisng for future pedestrian infrastructure.

2.1.5. GREEN WARRNAMBOOL PLAN, 2018

The vision for Green Warrnambool is for Warrnambool to be the most environmentally sustainable regional city in Australia.

The Plan aims to have zero net greenhouse gas emissions and aims for Warrnambool to be an active and sustainable transport leader in Australia.

The Plan advocates increased use of walking and bicycle paths and identifies the PPN as an action to deliver this outcome.

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3. DEVELOPING THE PPN

This chapter outlines the key steps taken in developing the Warrnambool PPN. It is structured according to these key stages:

- 1. Developing the Pedestrain Network
- 2. Identifying the Residential Origin Points
- Identifying the Key Destinations within the Study Area
- 4. Map the Shortest Route Analysis
- 5. Delinating the Draft PPN



Attachment 5.11.1

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3.1 THE MAPPING METHODOLOGY

3.1.1 KEY STEPS

There were seven key stages undertaken in the development of the Warrnambool PPN.

These seven stages were:

- Stage 1 Defining the pedestrian network
- Stage 2 Identifing the residential origins
- Stage 3 Identifying the primary destinations
- Stage 4 Undertaking the Shortest Route Analysis between the identified residential origins and key destinations
- Stage 5 Combine and weight the shortest routesmapping in order to delinate the Draft PPN.
- Stage 6 Verification of the modelling and data
- Stage 7 Delineation of the Draft PPN

This chapter outlines the preliminary stages of analysis, the pedestrian access mapping in stages 1 -5.

3.1.2 LIMITATIONS OF THE PEDESTRIAN ACCESS MAPPING

SHORTEST ROUTE ANALYSIS

A key focus for the PPN is to encourage a shift from transport trips that would typically be undertaken in a car to walking, i.e. travelling to the train station, to the shops or school.

In order to do this, the PPN needs to focus on the shortest possible route so that travelling from origins to destinations is as quick and as comfortable as possible. Once this route is identified, the highest level of service is provided to make walking an attractive, safe and logical option.

The pedestrian access mapping analysis therefore determines the shortest route between origins and

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destinations - it does not determine the most desirable or scenic route.

In addition, the mapping analysis identifies the shortest route to destination points i.e. park entry points, shopping strip entry points. It does not identify recreational routes i.e. walking along shopping strips or walking through a park.

MULTIPLE-TRIPS

The analysis only determines the shortest routes to the nearest destination. As a result, the mapping does not account for multi-destination origins i.e. from home (origin) to retail shops and then to school (destinations).

3.2 STEP 1 - DEFINE THE PEDESTRIAN NETWORK

The first step in pedestrian analysis mapping is to define the pedestrian network. An existing street network was used as the basis and this was updated to more accurately reflect pedestrian access. This involved ensuring that all streets with footpaths, off-street trails and pedestrian crossings over major roads that can be accessed by foot were included.

3.3 STEP 2 - IDENTIFY THE RESIDENTIAL ORIGINS

The second step in the pedestrian analysis is to create residential origin points and household population values for each residential address within the study area. 2016 Census Mesh Block data was used as the basis for assigning a population value to each residential address. Mesh blocks are the smallest geographic region in the Australian Statistical Geography Standard and contain information about how many people live within a small geographical area. A population value was apportioned to each household based on the mesh block.





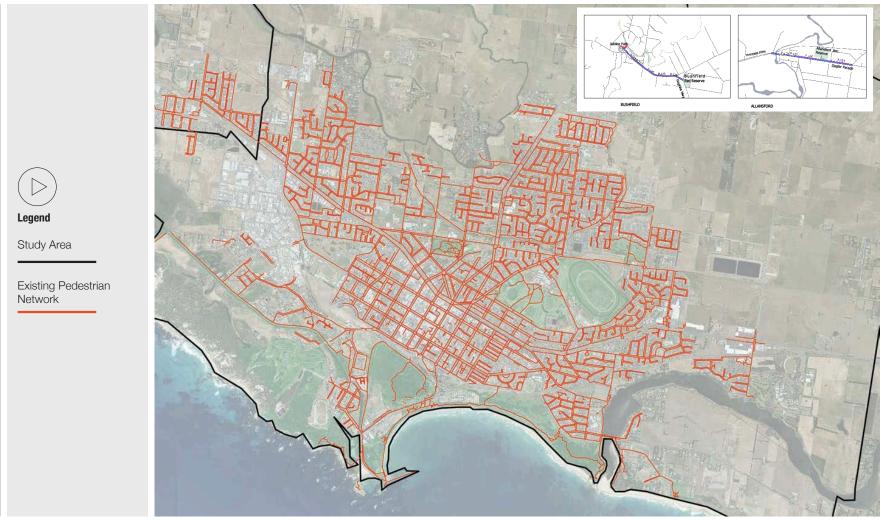


Figure 6 - Pedestrian Network Map

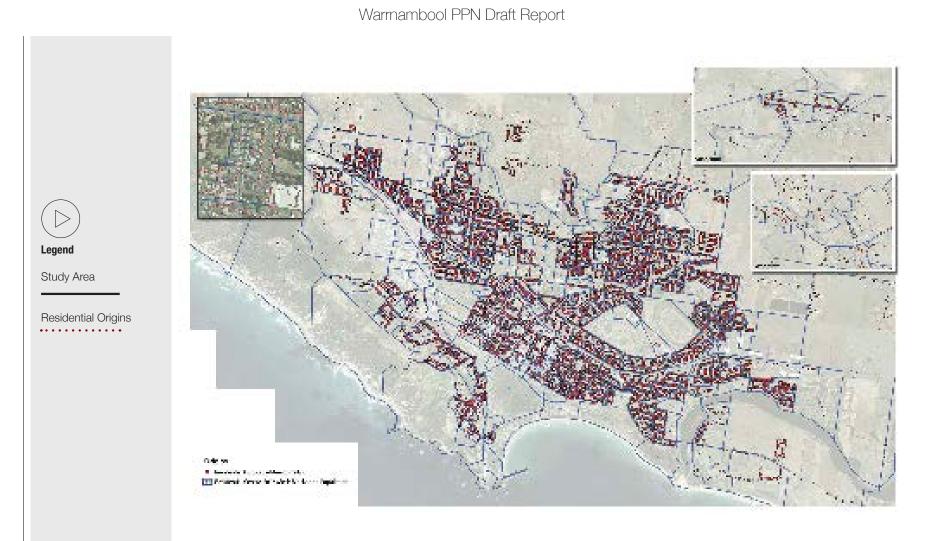


Figure 7 - Residential Origins Plan

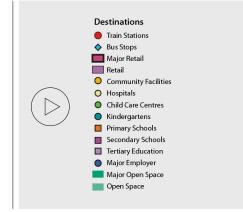
3.4 STEP 3 - IDENTIFY THE KEY DESTINATIONS

Key destinations were delineated across the study area under the following categories;

- Train Stations
- Bus Stops
- Retail (Major)
- Retail (Minor)
- Kindergartens
- Primary Schools
- Secondary Schools
- Tertiary Institutions
- Childcare facilities
- Community Facilities
- Health Facilities
- Major Open Space
- All Open Space
- Major Employment.

A walking catchment was determined for each destination category reflecting the maximum distance people are likely to walk to access the destination.

These walking catchments are identified in the discussion of each of the shortest route maps.



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3.5 STEP 4 - THE SHORTEST Route Analysis

Shortest route analysis of potential pedestrian trips between residential origins and key destinations was undertaken for the City of Warrnmbool. This analysis models the potential trips that will be undertaken between residential origin points (houses) and the nearest identified key destination, such as a bus stop or school.

The total potential trips are calculated to the 14 destinations listed below, and combined into a plan that shows the total potential pedestrian trip accross all each destinations.

A walkable catchment was identified for each of the primary destination categories. This reflects the likely distance a user would walk to a specific destination.

The catchment applied to the destination categories were:

- Train Stations 1km
- Bus Stops 400m
- Retail (Major) 1km
- Retail (Minor) 1km
- Kindergartens 1km
- Primary Schools 1km
- Secondary Schools 1km
- Tertiary Institutions 1.5km
- Childcare facilities 1km
- Community Facilities 1km
- Health Facilities 1km
- Maior Open Space 1km
- All Open Space 1km
- Major Employment 1km

The following pages outline the results of the shortest route mapping for each destination category.

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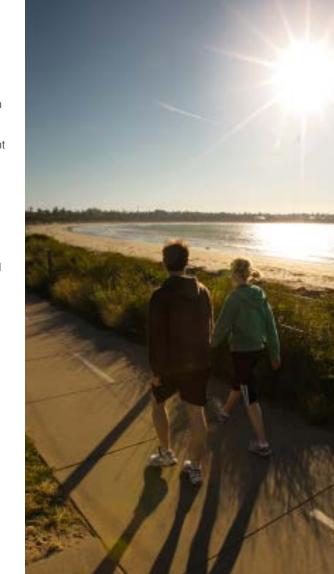
3.5.1 ACCESS TO TRAIN STATION

Attachment 5,11,1

There is one train line and two train stations, Warrnambool Station is located in the CBD and Sherwood Train Station is located to the north of Deakin University, servicing Warrnambool. A 1km walking catchment was applied when assessing the shortest routes for the two train stations. Whilst a 1km catchment was applied walking is not limited to this catchment because in some cases people may be prepared to walk further to reach the train service.

The results show a concentration of potential walking trips radiating out from both train stations, however there are much larger volumes of potential pedestrians using Warrnambool Station. Being the more centrally located station this is not surprising, most people would be required to drive to Sherwood Station because of its relative distance from town and housing.





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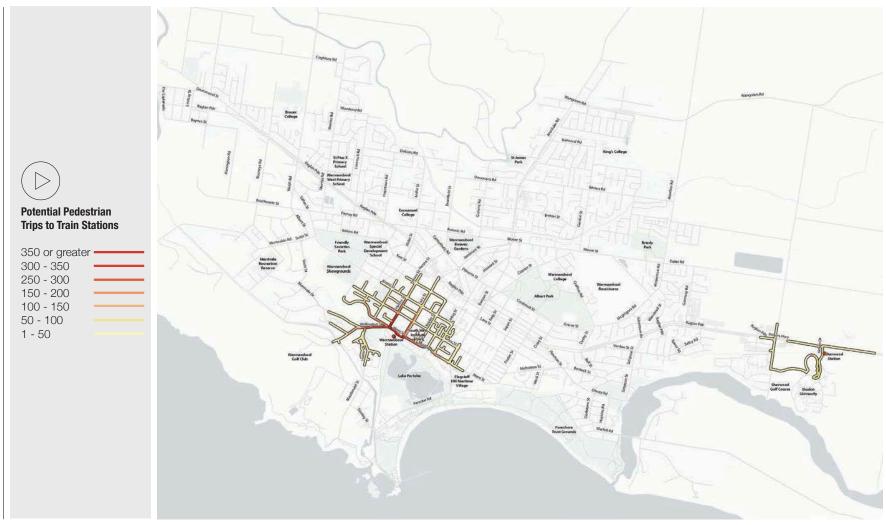


Figure 9 - Potential Walking Trips to Train Stations

3.5.2 ACCESS TO BUS STOPS

A walking catchment of 400m from all bus stops in Warrnambool was analysed. This distance is based on the acknowledged standard that residents are less likely to walk beyond 400m to access bus stops. 400m equates to a average 5 minute walk for most people. Given the even coverage of

Given the even coverage of bus stops across the municipality, pedestrian access appears to be evenly dispersed across the pedestrian network. There is one bus stop located in Allansford and no bus services in in Woodford.



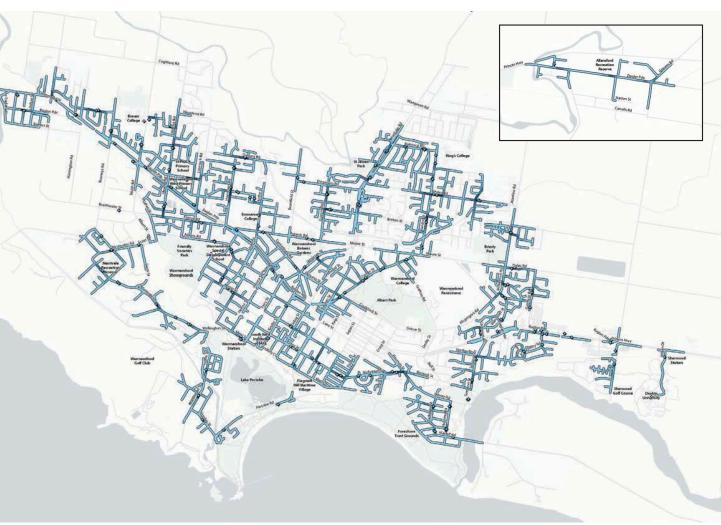


Figure 10 - Potential Walking Trips to Bus Stops

3.5.3 ACCESS TO MAJOR RETAIL AREAS

There are four major retail centres in Warrnambool. The CBD is the largest, followed by Gateway Plaza, Northpoint and the large formal retail centre located on the Princes Highway. A walking catchment of 1km from major retail centres was analysed. The results clearly reveal the potential walking routes to the CBD, Gateway Plaza and Northpoint radiate out from the retail centre along all major roads. The amount of pedestrian activity potentially occurring at the retail centre located out of town is low, possibly due to its location and the type of retail shopping provided.



Potential Pedestrian Trips to Major Retail

350 or greater	
300 - 350	
250 - 300	
150 - 200	
100 - 150	
50 - 100	
1 - 50	



Figure 11 - Potential Walking Trips to Major Retail Areas

3.5.4 ACCESS TO ALL RETAIL AREAS

In addition to the four major retail centres, there are a number of smaller retail offerings throughout Warrnambool, and one convenience store in Allansford. A walking catchment of 1km from all retail centres was analysed. In line with the results of the major retail centres, potential walking routes to all centres radiate out from the centre along major and local roads demonstrating that the smaller centres are attractive destinations per pedestrians.

Potential Pedest Trips to Retail	rian
350 or greater 300 - 350 250 - 300 150 - 200 100 - 150 50 - 100 1 - 50	

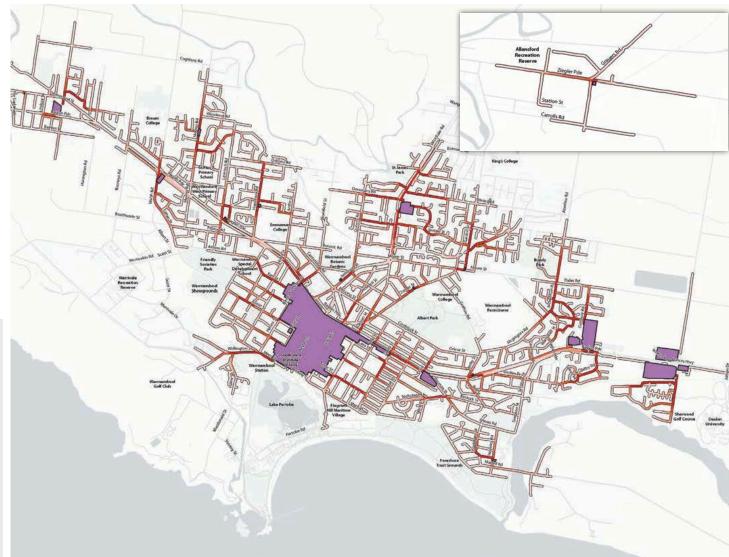


Figure 12 - Potential Walking Trips to All Retail Areas

3.5.5 ACCESS TO COMMUNITY FACILITIES

There are 53 community facilities located throughout Warnambool. Both Allansford and Woodford have community facilities. Whilst there is an even distribution throughout the municipality, there is a higher concentration in the CBD.

Potential pedestrian trips to the community centres is low in comparison to retail centres, however the mapping reveals even access across the municipality. The facilities with the lowest pedestrian access are the two that are located south of the CBD, close to the waterfront.



Potential Pedestrian Trips to Community Centres

350 or greater 300 - 350 250 - 300 150 - 200 100 - 150 50 - 100	
1 - 50	



Figure 13 - Potential Walking Trips to Community Facilities

3.5.6 ACCESS TO HEALTH FACILITIES

South West Healthcare and St John of God are the two major hospitals located in Warrnambool. A walking catchment of 1km from the two hospitals was analysed. The results of the shortest route analysis reveal a clear walking catchment around the hospitals, which potentially reflects the potential for local employees to walk to work.



Figure 14 - Potential Walking Trips to Major Hospitals

3.5.7 ACCESS TO CHILD CARE FACILITIES

There are ten child care facilities operating throughout Warrnambool, the majority of which are located along the central spine being the Princes Highway and Raglan Parade.

A walking catchment of 1km was used in the analysis and the results reveal an even distribution of potentially high pedestrian activity occurring along the major roads radiating out from each facility.



Potential Pedestrian Trips to Child Care Centres

200 or greater	
150 - 200	
100 - 150	
50 - 100	
1 - 50	



Figure 15 - Potential Walking Trips to Child Care Facilities

3.5.8 ACCESS TO KINDERGARTENS Analysing the 1km walking catchment the results of the shortest route analysis reveal, like access to child care, low potential walking activity to and from kindergartens. The kindergarten in

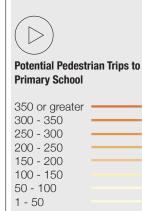
Allansford, is located close to the Recreation Reserve on Ziegler Parade. The modelling reveals the potential for pedestrian trips from home to



3.5.9 ACCESS TO PRIMARY SCHOOLS

A walking catchment of 1km was used for the 18 primary schools located within Warrnambool. Interestingly the majority of primary schools are located to the north of Princes Highway/Raglan Parade. With the exception of Warrnambool East Primary School and Our Lady Help of Christians Primary School, no school are located in Warrnambool south. There is a primary school located in both Allansford and Woodford.

The results reveals a lot more pedestrian activity when compared to pedestrian access levels to kindergartens. There are greater levels of access along more streets reflecting the likelihood of school age children walking to school with their parents.





3.5.10 ACCESS TO SECONDARY SCHOOLS

Like primary schools, a walking catchment of 1km was applied to the 5 secondary schools located within Warrnambool. In comparison to primary schools, there are significant gaps in the secondary school network, with no secondary schools being located in the south and south east.

The analysis reveals high amounts of pedestrian activity along major roads. This is influenced by the older student population being able to walk to school unsupervised, as well as the school bus routes (where students may take the bus part way and walk part way).



Potential Pedestrian Trips to Secondary School

350 or greater	
300 - 350	
250 - 300	
200 - 250	
150 - 200	
100 - 150	
50 - 100	
1 - 50	



Figure 18 - Potential Walking Trips to Secondary Schools

3.5.11 ACCESS TO TERTIARY EDUCATION

A walking catchment of 1.5km was used for the two tertiary institutions located in Warrnambool. There is a major difference in the locations of the institutions, making them difficult to compare. South West Tafe is located in the CBD and as a result the potential for pedestrian access is high, whilst the Deakin University Warrnambool campus is located out of town, to the south east of Warrnambool. The student catchment for the university is wide so the majority of students would be required to own a car, and typically drive to uni. Pedestrian access throughout the campus is important, as is connections to local shops and facilities.



Potential Pedestrian Trips to Tertiary Education

350 or greater	
300 - 350	
250 - 300	
200 - 250	
150 - 200	
100 - 150	
50 - 100	
1 - 50	



Figure 19 - Potential Walking Trips to Tertiary Institutions

3.5.12 ACCESS TO MAJOR EMPLOYMENT

In addition to the CBD, six major employers were identified as key destinations in the pedestrian network. These destinations were included to ensure that potential pedestrian activity, travelling to and from work, is considered. This was particularly important for the industrial area located on McMeekin Road, and although there is a bus route running along McMeeking Road there are no other key destinations in close proximity. As a results the modelling reveals the potential for high pedestrian activity along the key roads leading into this area. We also see the potential for high levels of walking to and from Wannon Water (close to the Gateway Shopping Centre) in Warrnambool east.



Potential Pedestrian Trips to Major Employer

200 or greater	
150 - 200	
100 - 150	
50 - 100	
1 - 50	



Figure 20 - Potential Walking Trips to Major Employment Destinations

3.5.13 ACCESS TO MAJOR OPEN SPACE

Major open space was separated out for analysis to reflect their importance as a key destination. The larger parks and reserves in Warrnambool are primarily located to the south, along the foreshore. Given the close proximity to the CBD and the existing trails some of the parkland is easily accessible by foot and the modelling results reflect this.



Potential Pedestrian Trips to Major Open Space

200 or greater	
150 - 200	
125 - 150	
100 - 125	
75 - 100	
50 - 75	
25 - 50	
1 - 25	



Figure 21 - Potential Walking Trips to Major Open Space Destinations

3.5.14 ACCESS TO ALL OPEN SPACE FACILITIES

Open space includes parks and reserves in Warrnambool. The plan reveals there is an even spread of open space facilities throughout Warrnambool with the exception of the CBD. The modelling reveals the potential for trips to local open space facilities is as likely as to major parks.



Potential Pedestrian Trips to Open Space

200 or greater	
150 - 200	
100 - 150	
50 - 100	
1 - 50	

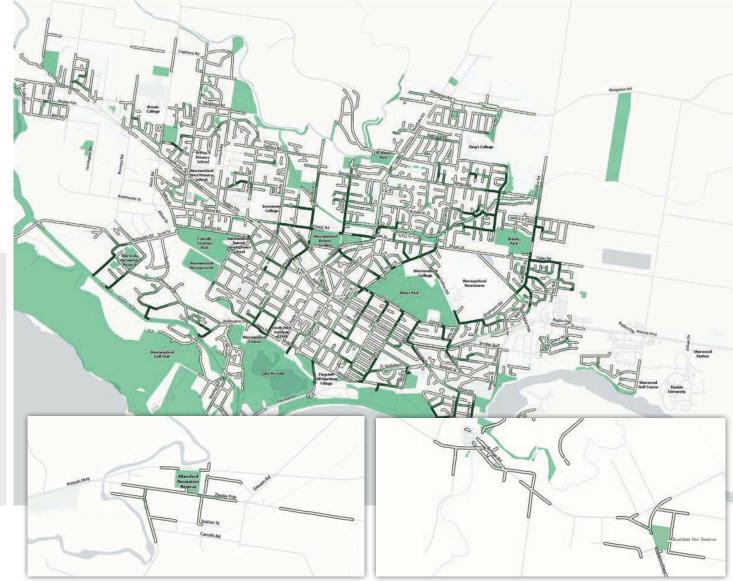


Figure 22 - Potential Walking Trips to Open Space Destinations

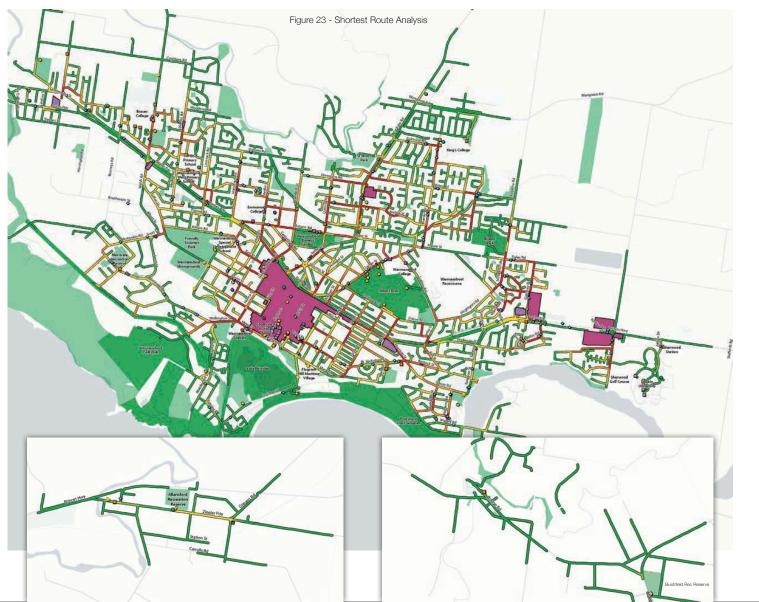
3.5.15 ACCESS TO ALL DESTINATIONS

To reveal the level of pedestrian accessibility within Warrnambool, the shortest route analysis for the 14 destination types was combined into one map (see Figure 24 opposite). A weighting to each of the destination types was applied to reflect the relative proportion of residents likely to travel to each destination type.

The weighting applied to the destination categories were:

- Train Stations 100%
 Rue Stops 22%
- Bus Stops 33%Retail (Major) 100%
- Retail (Major) 10
 Retail (All) 66%
- Retail (All) 66%
 Primary Schools 33%
- Frinary Schools 33;
 Secondary Schools 33%
- Tertiary Institutions 66%
- Kindergartens 33%
- Childcare Facilities
- Community Facilities 33%
- Health Facilities 16.5%
- Major Employment 66%

This map reveals where potential trips made by Warmambool's residential population are likely to be the highest. A Draft Principal Pedestrian Network is created from the shortest route analysis which delineates the routes likely to carry the greatest amount of pedestrian trips.



4. MAPPING VALIDATION & VERIFICATION



4.1 PEDESTRIAN COUNTS

Pedestrian counts are an important part of the verification process of the shortest route analysis. The primary goal of undertaking pedestrian counts is to validate the results of the shortest route analysis as outlined in the state government guidelines for developing principal pedestrian networks. Counts are undertaken primarily to compare the shortest route mapping with actual usage of Warrnambool's pedestrian routes.

Counts were undertaken at 23 key intersections across the municipality, however an emphasis was placed on intersections where it was considered that the predictions of the shortest route analysis may have been too high or low. These locations provided a broad sample across the geographic area of the municipality.

The data captured the direction in which pedestrians

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were travelling at each count location, enabling a fine-grain analysis of movement at key intersections. Pedestrian counts are usually undertaken mid week and during good weather conditions to ensure results are representative of a typical day. While this produces some insight to the movement of pedestrians along pedestrian count locations, additional counts across different days of the week would result in a more accurate understanding of pedestrian movement. The pedestrian counts for this project were undertaken on Wednesday 14th March, 2018, from 7am to 7pm.

4.1.1 PEDESTRIAN COUNT RESULTS

Figures 24 shows the locations where the pedestrian counts were undertaken and the count results, overlaid on the shortest route analysis. The arrows show the direction in which pedestrians were travelling, and are coloured according to the proportion of pedestrians recorded. Where the colours of the shortest route mapping are similar to those of the pedestrian counts, the results of the counts align with the prediction of the shortest route analysis.

The majority of pedestrian counts aligned with the shortest route analysis, however there were some areas of difference. The areas of difference were usually in areas of higher predicted pedestrian numbers than actual usage. This is often a result of site specific conditions along these routes not being pedestrian friendly. The results also reveal the further from the CBD, there is less pedestrian activity (with the exception of the activity recorded around the Gateway Plaza). People are more likely to drive for when further way from the CBD because the distances between key destinations are often greater.

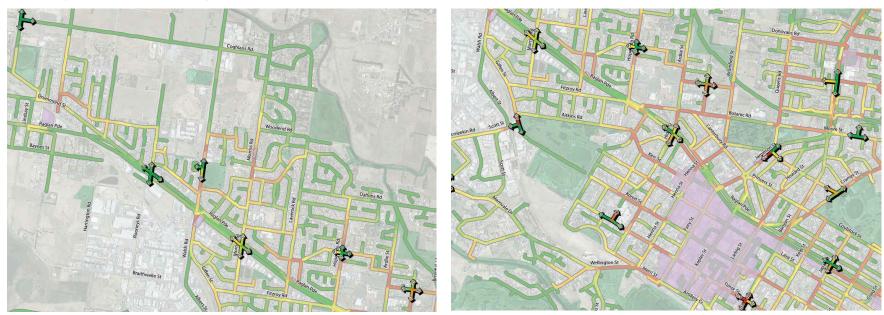


Figure 24 - Comparison of Pedestrian Count Results and Combined Shortest Route Analysis

Attachment 5.11.1

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4.1.2 PEDESTRIAN COUNT FINDINGS

Inset 1 - Intersection of Langley Street and Caramut Road.

At the intersection of Langley Street and Caramut Roads lower pedestrian counts were recorded, than what the modelling predicted. This possibility reflects the two closet key destinations are a school and a recreation reserve, and that potentially locals tend to drive to these locations.

Inset 2 - Intersection of Hopetoun Road and Crawley Street

Low pedestrian counts were recorded at the intersection of Hopetoun Road and Crawley Street where there is a difference in the north/south bound traffic along Hopetoun Road.

Hopetoun Road is a key north south connection that has bus stops and the small retail located along the route. Being located north of the CBD, the typical behaviour along this street is probably to drive to the local shop and be dropped off at the bus stop.

ISS Rd

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rard St

Banyan Sr

Inset 3 - Cramer Street

Heading eastbound along Cramer Street there are a range of recreational and entertainment destinations. These destinations will influence the shortest route predictions yet the reality is these are probably destinations that people prefer to drive to the Football Club, Table Tennis Association, Hockey Association and the Bowls Club. 51

Coulstock St



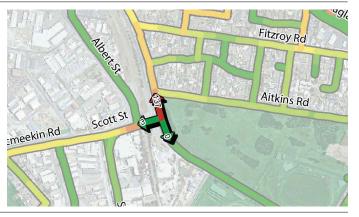


Inset 4 - Gateway Road

The pedestrian counts recorded southbound along Gateway Road were higher than what the shortest route modelling predicted. This is possibly due to the amount of residential housing, and the primary school located south of Raglan Parade.

Inset 5 - Intersection of Giffen Street and McMeekin Road

The pedestrian counts recorded northbound along Giffen Street were slightly higher than the modelling predicted and the counts recorded westbound along McMeekin Road were slightly lower. Whilst there is a park located on this intersection, the closet key destination to this intersection is the major employment area.



4.1.3 SUMMARY OF KEY FINDINGS

The results of the pedestrian counts provide a robust means of validating the shortest route modelling. The majority of pedestrian counts were in alignment with the shortest route analysis, however there were some intersection locations where the modelling and count data provided different results (as outlined on the previous pages). Investigation of these differences reveals local conditions that are influencing factors in these differences. Each of these locations has been considered when delineating the final PPN network.

5. THE PRINCIPAL PEDESTRIAN NETWORK



Attachment 5.11.1

5.1 THE PRINCIPAL PEDESTRIAN NETWORK

The Pedestrian Access Mapping Analysis and validation undertaken in provided the major input for delineating the PPN.

The shortest route mapping provided an estimate of the potential volumes of pedestrian trips along key streets in the municipality. The pedestrian counts provided validation of the shortest route mapping. Local knowledge from Council officers also provided another level of validation and identification of additional routes.

The following principles provided the key considerations for delineating the PPN:

- Links that were shown to carry a significant number of potential pedestrian trips in the shortest route mapping were included,
- Links that recorded significant numbers of pedestrians through the pedestrian counts were included,
- Key shopping areas, regardless of size, were included as these are a focus for pedestrian activity and therefore, should be incorporated as part of the PPN,
- Links between key related destinations were included. Connections between a shopping strip and a major nearby park, or the link between a shopping strip and a major transport node are examples of related destinations.
- Existing off-street links or trails that provide readymade priority pedestrian infrastructure and will form an important part the PPN,
- Ensuring a connected network of streets. The PPN should provide continuous pedestrian priority between key origins and destinations therefore all streets within the PPN should be connected.

This may mean that some streets are included in the PPN even when the mapping shows that they have a low number of potential pedestrian trips.

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The PPN is delineated in three categories:

- Primary Routes These routes form the foundation of the PPN where a high level of pedestrian priority is assigned. These routes will be a major focus for the implementation of future walking infrastructure improvements.
- Secondary Routes These routes will provide a secondary role to the primary routes and will be assigned a high level of pedestrian priority. A secondary focus for future infrastructure works will be assigned to secondary routes.
- Existing Trails Existing trails provide a high level of priority for pedestrians

The PPN identified in the plan opposite is the result of a process of testing and refining key routes against pedestrian counts, future projections and local knowledge.

The PPN includes a network of primary and secondary routes throughout the study area.

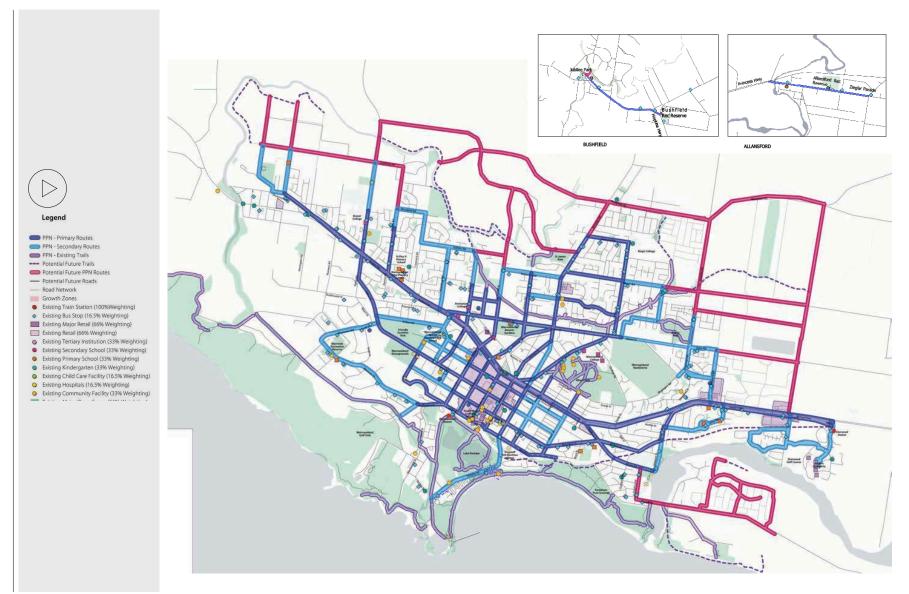
These routes have been identified as the key pedestrian routes that connect people to transport, shops, education, community and health facilities and local open space facilities.

Existing trails have also been identified as part of the PPN and provide important connections between activity centres. This report recommends to investigate the opportunity to connect south Dennington with rail trail, while preparing structure plan for south Dennigton.

A number of workshops were held to provide Council officers the opportunity to provide feedback on the draft PPN. This step was important in validating the PPN routes given the limitations of the shortest route mapping, and utilised local knowledge and their understanding of the municipality.







5.1.1 DESIRED LEVEL OF SERVICE TABLE

Warrnambool City Council has developed a desired level of service for those routes identified as primary and secondary PPN routes. The desired level of service establishes an agreed standard of provision for the pedestrian environment.

The key considerations are; minimum footpath width, standard for a number of safe crossing points, pedestrian priority at key intersections (Tactile Ground Surface Indicators), street tree planting standard, shade, shelter and seating, signage and wayfinding, street lighting and vehicle speed environment.

The agreed minimum and desired level of service for the Warrnambool PPN is outlined below.



FACTOR	MINIMUM LEVEL OF SERVICE	DESIRED LEVEL OF SERVICE
Pathway Characteristics		
Primary Pedestrian Route	 Footpath on both sides of the street. 1.5m minimum width. Concrete surface for footpath. Safe level of spacing between pathway and through vehicles. 	 Footpath on both sides of the street. 2.5m wide footpaths on both sides.(n) Concrete surface for footpath. Physical separation of pathway from through traffic, via raised kerb, median, parking bays ect. (n)
Secondary Pedestrian Route	 Footpath on at least one side of the street. 1.5m minimum width. Asphalt surface for less internsive pedestrain areas. 	 Footpath on both sides of the street. 1.5m minimum width in streets, 2.5m minimum width in parks Concrete surface for footpath.
Trails	2.5m minimum width.Stabilised Gravel, and compacted gravel surface for less used trails	 2.5m minimum width. Concrete path or sealed path.
Pedestrian Crossings		
Primary Pedestrian Route	 Ensure safe crossings with minium waiting time for pedestrians. Pedestrian priority crossings near all the access points to the PPN. (Near to new estates, residential areas, all the destinations as in shortest route analysis etc.) Design – As per Aust Road Standards and Vic Roads Accessibility (DDA) Guidelines. Tactile at intersections. 	 Ensure safe crossings with minium waiting time for pedestrians. Pedestrian friendly crossings at all the access points, Street crossings. Design – As per Aust Road Standards and Vic Roads Accessibility (DDA) Guidelines. Tactile at intersections.
Secondary Pedestrian Route	 Ensure safe intersections with minium waiting time for pedestrians. Pedestrian priority crossings near main access roads. Min- Pram ramp with line marking. 	 Ensure safe intersections with minium waiting time for pedestrians. Pedestrian priority crossings near main access roads. Design – As per Aust Road Standards.
Trails	 Ensure pedestrian priority at intersections. Ensure clear sight-lines from key intersection view points, escape access and egress points. 	 Ensure pedestrian priority at all crossings. Ensure clear sight-lines from all intersection view points, escape access and egress points.
(n) Width of the footpath may also vary with the available road	d reserve	

DESIRED LEVEL OF SERVICE FACTOR MINIMUM LEVEL OF SERVICE Streetscapes Street trees- At least one tree every 10 meters. **Primary Pedestrian Route** Street trees- At least one tree in front of each prop-Street furniture- One rest place (seating) every 250m. ertv. Seating Type: Aluminium seating. Street furniture- One rest place (seating) every 500m. Seating Type: Aluminium seating. Street trees- At least one tree in front of property. **Secondary Pedestrian Route** Street trees- At least one tree in front of property. Street furniture- One rest place (seating) every 500m. Street furniture- One rest place (seating) every 500m. Seating Type: Aluminium seating. Seating Type: Aluminium seating. Street furniture- One rest place (seating) every 500m Trails Street furniture- One rest place (seating) Near to the and near to the lookout points. Seating Type: Basic park lookout points. Seating Type: Basic park seating. seating. Street Lights All new lighting as per Australian standards. Dual lighting Lighting as per Australian standards, Min-Typical **Primary Pedestrian Route** for streets and footpath. (in areas with dense vegetation) road lighting, considered in all new design. • All new lighting as per Australian standards, typical road • Lighting as per Australian standards, typical road **Secondary Pedestrian Route** lighting. lighting, considered in all new design. All new lighting at trail and road intersections, lighting · Lighting at trail and road intersections and identified Trails on all trails identified as transport routes. (not just high risk potential, considered in all new design. recreational) Signage Map based sign- All major decision points like (Train Map based sign- Major destinations, and directional **Primary Pedestrian Route** Stations, Hospitals, Major recreational hubs, Major retail signs at major intersections. hubs, Near to industrial estate), and directional signs at all intersections. **Secondary Pedestrian Route** Directional signs at all intersections. Directional signs at major intersections. Map based sign should be along major Foreshore trails. Trails Map based sign should be along major off road trails And directional signs should be along other trails. totally detached to CBD like Foreshore trails (positioned to the decision points like start, main decision making points and end). And directional signs should be along other trails. (at major intersections)

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6. IMPLEMENTATION

The final stage in the PPN project is implementing the network. This section of the report provides a guiding framework for the implementation of the PPN.

This chapter outlines the:

- 1. Proposed Traffic & Intersection Improvements to support the PPN Network
- 2. Proposed Streetscaping Improvements to Support the PPN Network
- 3. Missing Links in the PPN Network, and
- 4. Recommendations for Further Work



Attachment 5.11.1

6.1 PEDESTRIAN IMPROVEMENT PROJECTS

The key components of a pedestrian network can be broadly categorised into the pedestrian links - footpaths and the supporting pedestrian infrastructure, seating, shelter, signage, lighting and traffic calming measures. For the purposes of developing a PPN it is recommended that both the missing links and the missing pedestrian infrastructure are identified in order to plan for their implementation to support the PPN network.

This chapter outlines the identified missing links and infrastructure and provides justification for their delivery.

6.1.1 MISSING LINKS IN THE PEDESTRIAN NETWORK

The key missing pedestrian links in the existing

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pedestrian network were identified in a round workshop with Council. The missing links are shared use paths, footpaths, and in some cases upgrades to an existing path. These links are seen as important in creating a connected pedestrian network throughout Warrnambool.

Over 100 missing links have been identified, which poses the question of how the identified paths can be delivered. A set of assessment criteria was developed to evaluate the priority of each path. In order to allocate a delivery priority to each of the identified missing pedestrian links, each link was assessed according to a set of assessment criteria. The criteria included rating the link according to its connectivity, community intrest, SEIFA. Index, mobility user requirements and significant biodiversity values. This resulted in a ranking of priority for each path. The plan opposite shows the results and the details of each path is identified in an Implementation Table in Appendix 2.

Estimated Cost:

Types of Footpath	Estimated rate/m2
Concrete	140
Asphaltic concrete footpath	90
Bituminous Sealed Footpath	75
Gravel Footpath	50

Notes:

These are only indicative rates. The rate would vary depending on the nature of works and would require detailed cost estimation for individual project.







Link Id	Link Name	Link Type	On or OFF road	Length (m)
Priority Missing Footpaths				
P-73	Simpson Street connection from Raglan service Road to Verdon Street (East side)	Footpath	On-road	645.256
P-5	McMeekin Road- Merrivale Drive to Koroit Street (west side)	Footpath	On-road	1037.851
P-43	Wentworth Street -Botanic Road to Barbers lane(West side)	Footpath	On-road	232.489
P-61	Merri Street - Foster Street to Anns Lane (North side)	Footpath	On-road	132.997
P-15	Foster Street - Nicholson Street to Holbrook Street (West side)	Footpath	On-road	223.422
P-38	Jamieson Street - Queen Street to Banyan Street (South side side)	Footpath	On-road	218.072
P-77	Taits Road (South connection)	Footpath	On-road	35.169
P-113	Taits Road North connection to Russells Creek	Footpath	On-road	479.086
P-58	Station Road- Drummond Road to Coghlans Road(east)	Footpath	On-road	810.629
P-127	Zieglar Parade- In front of 3- 5 Zieglar Parade (South)	Footpath	On-road	53.213
P-60	Merri Street - Japan Street to 62 Merri Street - (North side)	Footpath	On-road	55.96
P-4	Hyland Street - connection to Merri cresent (North side)	Footpath	On-road	172.744
P-62	Taits Road - Moore Street to Russells Creek Connection(West side)	Footpath	On-road	434.825
P-44	Wentworth Street - Barbers lane to Conns lane(West side)	Footpath	On-road	83.861

Missing Footpaths (not possible to cross road/highway)				
P-12	Raglan Parade- Bescott Street to Gateway Road (North side)	Footpath	On-road	147.938
P-89	Mortlake Road- Hayley drive to Service Road connection (east side)	Footpath	On-road	47.79
P-34	Mortlake Road - Hayley drive to Service Road connection (east side)	Footpath	On-road	73.418
P-35	Mortlake Road - Russells Creek Trail to Allan Street (West side)	Footpath	On-road	285.456
P-10	Raglan Parade- South connection to Selby Road	Footpath	On-road	766.62
P-11	In front of Sherwood Park Train Station	Shared path	On-road	588.563
P-9	Raglan Parade- Simpson Street to Verdon Street (South side)	Footpath	On-road	638.845
P-50	Raglan Parade- Fitzroy Road to Laverock Grove (South side)	Footpath	On-road	472.93
P-92	Raglan Parade-Walsh Road to Rooneys rd	Footpath	On-road	484.56
P-36	Mortlake service Road to Russel creek	Footpath	On-road	171.551

P-93	Raglan Parade-Rooneys Road to Drummond Street	Footpath	On-road	448.773
P-14	Raglan parade- North side connection to Horne Road	Footpath	On-road	791.145
P-57	Caramut Road - Fotheringham Street to Coghlans Road	Footpath	On-road	706.239
P-13	Raglan parade- Horne Road to Bescott Street (north side)	Footpath	On-road	864.326
P-85	Caramut Road - Stadium entrace to Coghlans Road	Footpath	On-road	204.863
Single Sided Footpaths				
P-51	Walsh Road/Giffen Street- McMeekin Road to Raglan Parade	Footpath	On-road	1100.018
P-2	Wellington Street- Rail to Harris Street(south side)	Footpath	On-road	191.599
P-3	Wellington Street-Merri Street to Rail(south side)	Footpath	On-road	102.456
P-33	Donovans Road- Queen Street to Mortlake Road(South side)	Footpath	On-road	647.014
P-8	Nicholson Street- Barkley Street to Foster Street via service Road	Footpath	On-road	428.1
P-40	Bromfield Street-Botanic Road to Russells creek path (East side)	Footpath	On-road	310.755
P-20	Merri Street - Pertobe Road to Liebig Street (South side)	Footpath	On-road	199.125
P-21	Merri Street- Flume carpark to Flagstaff hill (South side)	Footpath	On-road	1138.566
P-54	Hopetoun Road- Raglan parade to Mercy Place Aged Care Facility (East side)	Footpath	On-road	242.297
P-45	Wentworth Street/ Barbers lane -Botanic Road to Bromfield Street (east side)	Footpath	On-road	481.893
P-72	Merri Street- Gillies Street to Liebig Street (North side)	Footpath	On-road	126.43
P-96	Botanic Road- Banyan st to Queen Street (South side)	Footpath	On-road	468.764
P-55	Hopetoun Road- Mercy Place Aged Care Facility to Crawley Street (East side)	Footpath	On-road	81.136
P-39	Botanic Road- Bromfield Street to Queen Street (south side)	Footpath	On-road	340.101
P-52	Merri Cresent/Hyland Street- Merri Street to Koroit Street	Footpath	On-road	1363.449
P-53	Hider Street- Panorama Ave to Raglan Parade (west side)	Footpath	On-road	90.445
P-65	Mahoney Road- Princess highway to Dobson way (East side)	Footpath	On-road	381.491
P-91	Drummond Street- Raglan Parade to Russel Street	Footpath	On-road	555.673
P-111	Moore Street - Garden Street to Taits Road (North side)	Footpath	On-road	121.909
P-27	Simpson Street- Verdon Street to Rail trail (East side)	Footpath	On-road	191.803
P-28	Dales Road- Moore Street to Gateway Road (North side)	Footpath	On-road	233.636

P-29	Aberline Road- in front of Brierly Rec Reserve (East side)	Footpath	On-road	261.979
P-42	Donovans Road - Bromfield Street to Queen Street(North side)	Footpath	On-road	473.155
P-47	Ardile Street- Botanic Road to Barbers lane	Footpath	On-road	190.51
P-76	Foster Street- Coulstock Street to Skene Street (west side)	Footpath	On-road	162.703
P-83	Woodend Road- Laverock Road to Mountain Ash Drive (North side)	Footpath	On-road	195.522
P-84	Woodend Road- Morris Road to Mountain Ash Drive	Footpath	On-road	329.188
P-95	Morris Road- Vickers drive to Thomas place	Footpath	On-road	580.563
P-64	Huntingfield Drive- Mahoney Road to O'Sullivan Drive(North side)	Footpath	On-road	749.004
P-1	Wellington Street- Merrivale drive to Wellington Street bridge (west side)	Footpath	On-road	297.193
P-24	Otway Road- Ilex Avenue to Simpson Street (North side)	Footpath	On-road	541.709
P-25	Otway Road- Hopkins rd to Simpsons Road (South side)	Footpath	On-road	299.425
P-32	Whites Road- Garden Street to Carlyle dt (south side)	Footpath	On-road	166.502
P-48	Ardile Street- Barbers lane to Conns lane	Footpath	On-road	80.778
P-71	Merrivale drive- Wellington Street to Merrivale connection (north side)	Footpath	On-road	433.119
P-82	Laverock Road- Membery way Road to woodend Road (east side)	Footpath	On-road	78.174
P-90	Drummond Street- Russell Street to Station Street	Footpath	On-road	197.569
P-94	Koroit Street- Hyland Street to McMeekin Road	Footpath	On-road	868.049
P-6	Atkins Road - Hyland Street to Giffen Street(south side)	Footpath	On-road	1217.536
P-7	Hyland Street- Lava Street to Kerr Street (east side)	Footpath	On-road	351.128
P-19	Japan Street- Hotham Street to Koroit Street (East side)	Footpath	On-road	74.812
P-26	Simpsons Street- Otway Road to Railtrail (east side)	Footpath	On-road	323.693
P-30	Whites Road- Wares Road to Cherlin drive(south side)	Footpath	On-road	177.469
P-41	Bromfield Street- Russells creek path to Donovans Road (East side)	Footpath	On-road	408.399
P-56	Morris Road- Kermond ct to vickers drive	Footpath	On-road	87.09
P-68	McMeekin Road- Merrivale Oval entrance to McCullagh Ct	Footpath	On-road	174.858
P-75	Bostock Road- Ilex Avenue to Deakin rail trail (South side)	Footpath	On-road	176.058
P-49	Ardlie Street - Conns Lane to Russells Creek Walking path(East side)	Footpath	On-road	487.912
P-81	Laverock Road- Daltons Road to Membery way (east side)	Footpath	On-road	317.074
P-16	Foster Street- Holbrook St to Barkley Street(East side)	Footpath	On-road	90.889

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P-17	Foster Street- Lava Street to Barkly Street (East side)	Footpath	On-road	106.724
P-22	Pertobe Road- In front of Lake Pertobe (West side)	Footpath	On-road	602.186
P-86	Moore Street (In front of Race course- North side)	Footpath	On-road	408.161
P-87	Moore Street (In front of Racecourse- South side)	Footpath	On-road	594.783
P-88	Moore Street In front of Racecourse to McKiernan Road(South side)	Footpath	On-road	214.196
P-114	Murray Street- Kruger Street to Lava Street	Footpath	On-road	98.054
P-31	Whites Road - Vidler Street to Carlyle ct (south side)	Footpath	On-road	115.021
P-66	Dobsons way- infront of 34, Dobsons way	Footpath	On-road	102.026
P-67	O'Sullivan Drive- in front of 53 Dobsons way	Footpath	On-road	39.323
P-78	Daltons Road - Membery way to Kagoola Ave(north side)	Footpath	On-road	105.205
P-79	Daltons Road- Grosvenor to Membery Way (North side)	Footpath	On-road	272.43
P-80	Daltons Road- Russells creek to Grovenor Road	Footpath	On-road	265.329

Future Trails				
P-97	Deakin Link- Railtrail from Jukes Street to Bostock Street	Shared path	Off-Road	442.702
P-110	Deakin Rail trail from Bostock Street to Flaxman Street	Shared path	Off-Road	430.362
P-109	Deakin Rail trail-Flaxman Street to Flume Car park (via Foreshore trail)	Shared path	Off-Road	1304.594
P-98	Deakin Link- Railtrail from Deakin to Simpson Street	Shared path	Off-Road	3282.054
P-104	Missing connection of Russelss Creek Walking Path behind Kings College	Shared path	Off-Road	472.445
P-99	Deakin Link- Railtrail from Flume car park to Lake Pertobe	Shared path	Off-road	1091.657
P-102	South merri (Tarhook Road)to Russel Creek trail	Shared path	Off-Road	1415.702
P-103	South Merri , from Queens Road to Russells creek trail	Shared path	Off-Road	1359.065
P-101	Tarhook Road to South Merri trail	Shared path	Off-Road	61.783
P-100	Dennigton - Merri trail (Growth area)	Shared path	Off-Road	2906.002
P-107	Foreshore Trail from Hopkin point to Southern Ocean Bolevard (Growth area)	Shared path	Off-Road	2267.746
P-106	North Hopkins Trail (Growth area)	Shared path	Off-Road	439.579
P-108	North of Merri Trail (Growth area)	Shared path	Off-Road	3673.208
P-105	Russells Creek Walking Path extention from WhitesRoad to Horne Road (Growth area)	Shared path	Off-Road	2415.572



6.1.2 PROPOSED PEDESTRIAN IMPROVEMENTS PROJECTS

The plan opposite identifies missing traffic interventions have been identified as and are recommended to support the proposed PPN. These are traffic calming interventions that impact on pedestrian comfort and safety. They are categorised according to:

- Pedestrian crossing improvements,
- Traffic and or pedestrian
 s improvements or
 adjustments,
- Pedestrian refuge island
 improvements, or
- Intersection or roundabout improvements.

The location of the recommendation and data source in listed in Table 6.1.3 on the next page.



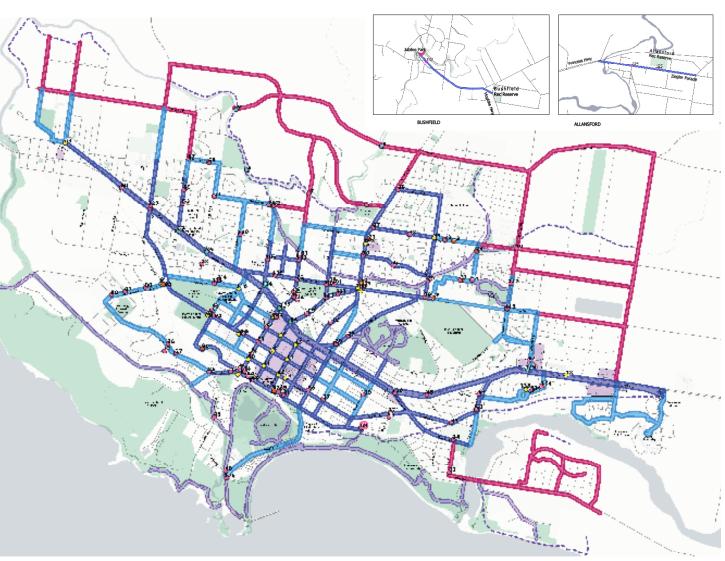


Figure 27 - Proposed Pedestrian Improvements Plan

Estimated Cost:

Types of work	Estimated Cost	Notes	
Intersection improvement	\$40,000 to \$60,000 for Median refuge	These are only indicative costs. Depending on the nature of works on individual intersection, the cost would vary and	
	\$13,000 to \$20,000 for Kerb extension		
Pedestrian Crossing	\$120-\$150k	These are only indicative costs. Depending on the nature of works on individual intersection, the cost would vary and would require detailed cost estimation.	
Traffic Signal improvements	\$200-\$300K for Traffic Signals Installation	These are only indicative costs. Depending on the nature of works on individual intersection, the cost would va	
	\$20,000-\$30,000 for Traffic Signal Optimization	would require detailed cost estimation.	

Attachment 5.11.1

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6.1.3 PEDESTRIAN IMPROVEMENTS TABLE

ID	Project	Address	25	Pedestrian crossing	Fitzroy Rd/ Lennon Road
0	Intersection Improvement	Koroit Street / Ryot Street	26	Pedestrian crossing	Garden Street/ Russell Creek trail
1	Intersection Improvement	Merri Street / Henna Street	27	Pedestrian crossing	Henna woolworth's Intersection
2	Intersection Improvement	Fairy Street / Lava Street	28	Pedestrian crossing	Koroit Street/ Henna Street
3	Intersection Improvement	Fairy Street / Koroit Street	29	Pedestrian crossing	Lava Street/Henna Street
4	Intersection Improvement	Merri Street / Fairy Street	30	Pedestrian crossing	Hopkins/ Marfell Road
5	Intersection Improvement	Banyan Street/Cramer Street/Skene Street	31	Pedestrian crossing	Otway rd/ Hopkins Road
6	Pedestrian crossing	Bromfield Street exit on to north of Merri	32	Pedestrian crossing	Koroit Street / Ryot Street
		(Ped bridge)	33	Traffic signals Improvements	Raglan/Laverock Road
7	Intersection improvement	Henna Street / Timor Street	34	Traffic signals Improvements	Raglan/Morris Road
8	Intersection improvement	Fairy Street / Timor Street	35	Pedestrian crossing	Whites Road/ Minerva drive
9	Intersection improvement	Kepler Street / Timor Street	36	Pedestrian crossing	Moore Street/ Garden Street
10	Intersection improvement	Gilles Street / Timor Street	37	Pedestrian crossing	Pertobe Road/ Stanley Street
11	Intersection improvement	Kepler Street / Koroit Street	38	Pedestrian crossing	Ward Street/ Access to Warrnambool East
12	Intersection improvement	Kepler Street / Lava Street			Primary School
13	Intersection Improvement	Henna Street / Kerr Street	39	Pedestrian crossing	Nicholson Street/ Ward Street
14	Intersection improvement	Jamieson Street / Botanic Road	40	Pedestrian crossing	Wellington Street / railway crossing
15	Intersection Improvement	Raglan Parade / Glynbudy Street	41	Pedestrian crossing	Evelyn Cr / Breton Street
16	Pedestrian crossing	Whites rd/ Aberline Rd	42	Pedestrian crossing	Raglan/Bell Street/ Derby Street
17	Pedestrian crossing	Banyan Street/Cramer Street/Skene Street	43	Pedestrian crossing	Harris Street- Merri bridge
18	Pedestrian crossing	Bostock Rail overbridge	44	Pedestrian crossing	St James Park trail/ Woolaston Road
19	Pedestrian crossing	Bromfield Street/ Botanic Rd	45	Pedestrian crossing	Merri Street / Heena Street
20	Pedestrian crossing	Botanic Rd/ Queens rd	46	Traffic signals Improvements	Raglan/Henna
21	Pedestrian crossing	Canterbury Rd/King Street	47	Pedestrian crossing	Botanic Road/ Queens Street
22	Pedestrian crossing	Cramer Street/Coulstock Street	48	Pedestrian crossing	Laverock Road/ Daltons Road
23	Pedestrian crossing	Merrivale near to Davis Street	49	Pedestrian crossing	Daltons Road/Ardile Street/Russell creek trail
24	Pedestrian crossing	'Merrivale Dr/Duris Street	50	Pedestrian crossing	Henna Street / Timor Street

51	Traffic signals Improvements	Raglan/Jamieson Steet	79	Supporting infrastructure	Footpath connection from Merri carpark to
52	Pedestrian crossing	Morris Road/ Pecten Avenue			TAFE ped crossing
53	Pedestrian crossing	Morrris Road/ Ross Steet	80	Pedestrian crossing	Train station, Merri Steet
54	Pedestrian crossing	Morris Road/ Woodend Road	81	Pedestrian crossing	Train Station/ Merri Steet
55	Pedestrian crossing	Woodend Road/ Mountain Ash drive	82	Pedestrian crossing	Merri Steet / Heena Steet
56	Pedestrian crossing	Raglan/Walsh Road	83	Pedestrian crossing	Wellington Steet Entrance
57	Pedestrian crossing	Raglan Parade/ Rooneys Road	84	Pedestrian crossing	Davis Steetentrance at Merrivale Dr
58	Pedestrian crossing	Aberline Road/ Dales Road	85	Pedestrian crossing	Gay Steet, Entrance to McMeekin Road
59	Pedestrian crossing	Gateway Road/ Gateway Plaza entrance	86	Pedestrian crossing	Granter Steet, Entrance to McMeekin Road
60	Pedestrian crossing	Simpson Road/Railway trail	87	Pedestrian crossing	Cooper Steet, Entrance to McMeekin Road
61	Pedestrian crossing	Simpson Steet/ Verdon Steet	88	Traffic signals Improvements	Midfield, McMeekin Rd/ Albert St intersection
62	Pedestrian crossing	Carpark to Liebig ped crossing	89	Supporting infrastructure	Midfield to Koroit Connection
63	Pedestrian crossing	Banyan Steet Ped crossing	90	Pedestrian crossing	Hyland Steet to Lava Steet
64	Pedestrian crossing	Kelp Steet-Timor Steet	91	Pedestrian crossing	Koroit Steet/ Hyland Steet
65	Pedestrian crossing	Flume carpark entrance	92	Pedestrian crossing	Koroit Steet/ Hyland Steet
66	Intersection Improvement	Drummond street/ Russell Street	93	Supporting infrastructure	Merri Cr
67	Pedestrian crossing	Mortlake Road/Breton Steet	94	Pedestrian crossing	Whites rd entrance, Mortlake Road
68	Pedestrian crossing	Hayley Drive entrance from Mortlake road	95	Pedestrian crossing	Balmoral Road/ Mortlake Road
69	Pedestrian crossing	Whites Road/ Zammit Drvie	96	Intersection Improvement	Whites rd/ Garden Street
70	Pedestrian crossing	Whites Road/ Vidler ct	97	Intersection Improvement	Mortlake Road/ Botanic Road/ Jamieson St
71	Pedestrian crossing	Wares Road/ Russell Creek Trail	98	Pedestrian crossing	Aquazone access, Botanic Road
72	Pedestrian crossing	Taits Road/ Wares Road	99	Pedestrian crossing	Botanic Road/ Queens Road
73	Supporting infrastructure	Taits Road/ Nearhfield Ct	100	Pedestrian crossing	Botanic Road/ Canterbury Road
74	Pedestrian crossing	Taits Road/ Nearhfield Ct	101	Traffic signals Improvements	Ardile Steet/ Hider Steet
75	Supporting infrastructure	Moore st/ Brierly Steet	102	Pedestrian crossing	Emmanual college entrance from Ardile st
76	Supporting infrastructure	near to 2 Mortlake Road	103	Pedestrian crossing	Daltons Road/ Ardile St/Russell creek trail
77	Supporting infrastructure	Mortlake Road/ Botanic Road/ Jamieson St	104	Pedestrian crossing	Canterbury Road/King Steet
78	Pedestrian crossing	Carpark to liebig ped crossing			

108	Pedestrian crossing	Emmanual college access, Bromfield Street	135	Intersection Improvement	Selby Road/ East
109	Pedestrian crossing	Jamieson Street/ Princess Street			school entrance
110	Pedestrian crossing	Jamieson Street/ Queens Road	136	Pedestrian crossing	Selby Road/ Eas
111	Pedestrian crossing	Access pathway Aquazone,Carpark,- Ja- mieson Street			
112	Pedestrian crossing	Howard Street/ Liebig Street			
	Pedestrian crossing	Banyan Street/ Cramer Street/ Skene Street			
114	Pedestrian crossing	McKnight Street entrace to Aitkins Road			
115	Pedestrian crossing	Aitkins rd near to playspace			
116	Intersection Improvement	Kerr Street/Hyland Street			
117	Pedestrian crossing	Aberline Road/ Mitchell Street			
118	Pedestrian crossing	Aberline/ Dales Road			
119	Pedestrian crossing	Foster Street/ Barkley Street			
120	Pedestrian crossing	Raglan/ Flaxmann Street			
121	Pedestrian crossing	Nicholson Street/ Ward Street			
122	Pedestrian crossing	Mortlake/ Northpoint entrance			
123	Pedestrian crossing	Flume carpark entrance			
124	Pedestrian crossing	Tooram Road/ Zeiglar Parade			
125	Pedestrian crossing	Kinder/ Zeigler Parade			
126	Pedestrian crossing	Viaduct Road			
127	Pedestrian crossing	Raglan/ Caramut			
	Traffic signals Improvements	Raglan/King			
129	Traffic signals Improvements	Raglan/ Gateway Road			
130	Pedestrian crossing	Crawley Street/ Hopetoun Road			
131	Pedestrian crossing	Bromfield/ Russellls creek trail			
132	Pedestrian crossing	Bridge Road, near to Woodford primary School			
133	Pedestrian crossing	Bromfield/ St.Joseph Primary school access			
134	Pedestrian crossing	Selby Road/ Auty Street/ East Warrnam- bool Primary school access			

6.1.3 PROPOSED STREETSCAPE IMPROVEMENTS

A high level audit of the existing streetscape conditions was undertaken to identify any major missing pieces of pedestrian infrastructure in the pedestrian network throughout the CBD. The walking audit undertaken by Council also identified infrastructure that would significantly improve levels of walkability throughout Warrnambool.

The key considerations were in identifying where the streetscape conditions need to be improved to be able to provide the required level of service for primary and secondary PPN routes. The audit did not detailed luminous intensity distribution analysis of street lighting.

There were some general conditions that were common across the study area, most intersections do not have tactile (excluding the recently constructed footpaths in the CBD). The plan opposite shows the areas of missing tree canopy rest stop buffer and missing ambient street lighting.

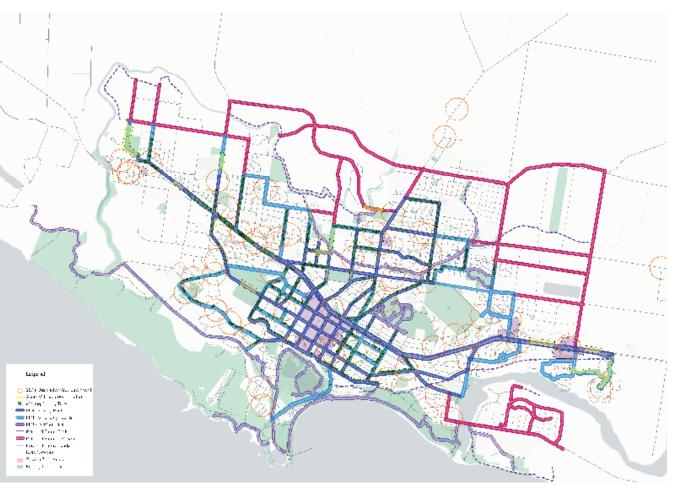


Figure 28 - Proposed Streetscaping Improvements to support the PPN Network

Attachment 5.11.1

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6.1.3.1 STREET LIGHTS

The high level analysis of street lighting along the principal pedestrian network was done to identify the dark stretches, which needs street lighting to meet the desired level of service. The audit did not considered the detailed luminous intensity distribution analysis of existing street lights. The plan above shows the missing ambient street lighting stretches and the table names the dark stretched which require street lighting.

Type of works	Estimated cost	Notes
Install pole, light and power	\$10,000- \$12,000	These are only indicative rates. The rate would vary depending on the nature of works and would require detailed cost estimation for individual project.
Upgrade/replace existing lights	\$1600-\$2200	The cost would depend on the type of light.

6.1.3.2 STREET TREES

The street tree audit conducted by Council has identified the vacant sites for new street trees. As the service level along the PPN mentions the requirement of shades to facilitate comfortable walking. This report recommends a Street Tree Planting Program along the Principal pedestrian network.

Type of works	Estimated cost	Notes
Planting a tree	\$150 per tree	This is the initial cost for planting a tree. The maintenance cost of the tree during its lifetime is not included.

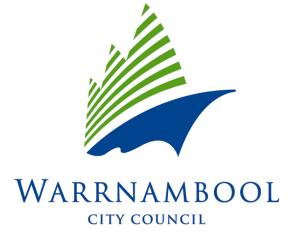
6.1.3.3 STREET FURNITURE

In regards to the provision of rest stops, the plan shows the location of bus shelters, which also function as rest areas, with a 250m catchment.

It is recommended that a street furniture audit be undertaken to identify where there are missing pieces of street furniture such as seating.

Priorotised Dark Stretches for Street lighting

ID	Segment name	Length (m)
1	Station Street (Preston street to Coghlans Road)	656
2	Bromfield Street (New Life Christian Church entrance to Donovans Road)	555
3	Caramut Road (Along industrial area)	450
4	Raglan Parade (in front of 53-83 Raglan Parade)	434
5	Koroit Street (showground entrance to Hyland Street)	340
6	Caramut Road (Brauer College to Warrnambool Stadi- um)	300
7	Wollaston Road (Bridge)	290
8	Barbers Lane (Wentworth Street to Bromfield Street)	272
10	Raglan Parade (in front of 10671 - 10699 Raglan Pa- rade)	252
11	Morris Street (Woodend Road to Mountain Ash Drive)	224
13	Aberline Road (Boiling Down Road to Whites Road)	182
14	Raglan Parade (Grevilla Ct to Drummond Street)	176
15	Wentworth Street (St.John of God hospital carpark to Conns Street)	172
19	Bromfield Street (Cockman Street to Botanic Road)	157
16	Mahoneys Road (Gillin Park Retirement Village entrance to Dobson Way)	134
20	Queens Street (Jamieson Street to Botanic Road)	128
17	Ardile Road (Spring Garden to Daltons Road)	112
18	Wentworth Street (Conns Street to Russells Creek Trail)	100



Warrnambool Principal Pedestrian Network

Communications and Engagement Plan

Draft 5, March 2019



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Appendix A	0
Example of data analysis	0

Document Control								
Date Version Written by Approved by								
1/03/2019	V1 Draft	Teena Mathew						

1 Introduction

1.1 Project background

Warrnambool City Council (WCC) is currently developing a Principal Pedestrian Network to prioritise its future investigations and infrastructure upgrades to those links that are key connections across the municipality. A Principal Pedestrian Network (PPN) is a strategic network of pedestrian routes to promote walking for transport. A walking route within the PPN will provide the highest level of service for pedestrians.

To assist in identifying infrastructure provision requirements for pedestrian facilities, the Strategy will include identification of strategic pedestrian route and gaps in existing pedestrian infrastructure and measures for improvement. Council seeks to understand where there are gaps in the service, what the types of facilities the community prefer and what improvements are needed to existing facilities. The Strategy will also identify the need for any new pathways facilities within Warrnambool, and community preferences towards the provision of supporting facilities.

To assist Council in understanding community views, expectations and preferences towards existing and future public pathways provision in Warrnambool, a community engagement process will be undertaken, with outcomes informing the development of the final Principal Pedestrian Network.

1.2 The purposes of this plan

This plan outlines the proposed engagement and communications activities that are likely to be undertaken by the WCC between February and June 2019, to inform the development of the Final Principal Pedestrian Network.

The intention of this plan is to guide all interactions between stakeholders including the local community, visitors, local groups and the Warrnambool City Council. The program uses engagement tools to facilitate a meaningful exchange of information with the community. The approach focuses on sharing information with the community about the project and seeking community feedback on Council maintained pathways to determine if there are currently any facility gaps and community and visitor priorities for new or improved facilities.

This document will continue to be refined and reviewed as the project progresses.

It should be noted that the following definitions apply to this Plan:

- **Community:** An inclusive term used to define groups of people. A community can be; a community of place (a geographic location), a community of interest (such as interest groups), or a community of affiliation or identity (for example industry or sporting club).
- Stakeholders: Stakeholders are individuals or organisations, which affect, or can be affected by project decisions. Stakeholders can include different groups, government departments, media, business, industry and the general community.

Community engagement is a planned process with the specific Engagement: purpose of working with stakeholders to encourage discussion or active involvement in a project decision.

2 Community Engagement

2.1 About Community engagement

Community engagement is about making better, more sustainable decisions through a process that engenders trust and credibility. Community engagement contributes to informed decisions in a number of important ways. It brings all perspectives to the table; it identifies critical issues early; and it allows the decision to be understood and owned by as many people as possible. Engagement can also build and strengthen relationships and ultimately this will lead to community ownership of the outcomes, along with a sense of civic pride and collaboration.

Ideally the community engagement process will give a voice to the broadest range of interests, perspectives and agendas within the context of the project. Given this, from the outset and throughout the engagement process consideration must be given to those who will be potentially affected by, or interested in, the decision being sought. It is important to note that people, attitudes, ideas and perceptions are not static and either are stakeholders – they will emerge and evolve throughout the engagement process.

For the community, the benefits of engagement include:

- Opportunity to raise concerns and influence decision-making, promoting their rights and responsibilities as community members.
- Ability to influence policy and project outcomes suitable to the needs and aspirations of the community.
- Building relationships with Council and other members of the community.
- Gain a better understanding of Council processes through ongoing dialogue and deliberation.

2.2 Warrnambool's Commitment to Engagement

WCC is strongly committed to engaging with communities and stakeholders on decisions which will potentially affect or interest them. In recent years, engagement values and principles have become embedded throughout the organisation. Staff and Councillors recognise the value of community engagement, and are aware of the importance of eliciting a range of view and perspectives on issues affecting the Warrnambool community. Engagement has become an essential part of planning, policy development and service delivery.

WCC's commitment and approach towards community engagement is promoted in their community engagement policy. WCC view community engagement as a process of working collaboratively with people to address issues affecting their wellbeing, to ensure Council remains responsive to community needs.

Statutory obligations for community engagement can be seen at both a State and Local Government level. The passing of the *Local Government (Democratic Reform) Act* in 2003 emphasised increased accountability of Local Government to the community and the need for consultation with the community.

As stated in the *WCC Community Engagement Policy 2010*, Council recommends engagement be undertaken in accordance with the International Association for Public Participation (IAP2) core values.

2.3 Engagement Objectives

For this project engagement will be used to:

- Obtain feedback of proposed principal pedestrian network.
- Explore community expectations regarding provision of pedestrian facilities in WCC;
- Determine if Council is meeting the basic level of service expected by the community
- Identify gaps in pedestrian network infrastructure provision in WCC;
- Identify preferred locations for pathways and other pedestrian improvement projects like safe crossings, streetscapes etc.(both existing and future locations);
- Explore community preferences regarding infrastructure improvement projects;
- Explore partnership opportunities for pedestrian infrastructure provisions.

2.4 Engagement outcomes

The desired outcomes of the engagement process are to:

- Confirmation/ feedback on the identified Principal Pedestrian Network. •
- Better understand community expectations regarding walkability and location of • pathways within Warrnambool;
- Identify gaps in pedestrian network and associated facility provision in WCC; •
- Assist Council in identifying where best to spend their money on pedestrian facilities • like pathways, intersection improvements and streetscapes;
- Confirm community priorities for pedestrian infrastructure provision in the city; •
- Ensure community members involved in the engagement activities are aware of how • their contributions informed the decision-making process;
- Build capacity of the community to participate in the processes and decisions that • can impact on their future.

3 Stakeholder Analysis

3.1 Study area

The engagement process for the future planning of the Principal Pedestrian Network aims to involve the whole of the Warrnambool municipality, as shown in Figure 1. The identified Principal Pedestrian Network is shown in Figure 2.

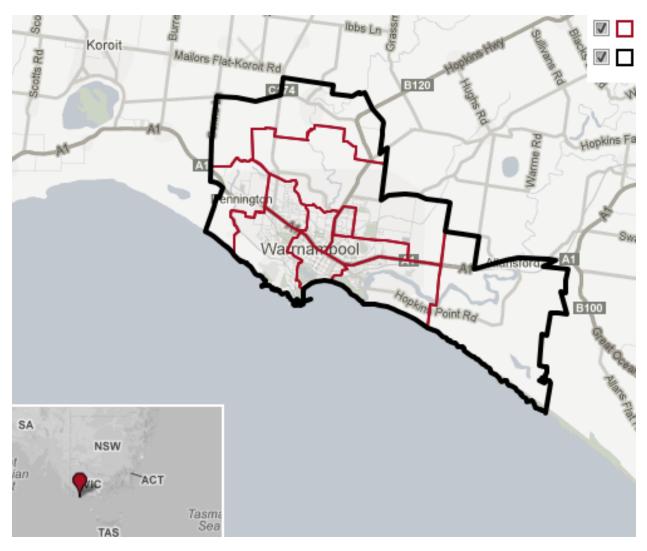


Figure 1: City of Warrnambool

4 May 2020 Page | 417

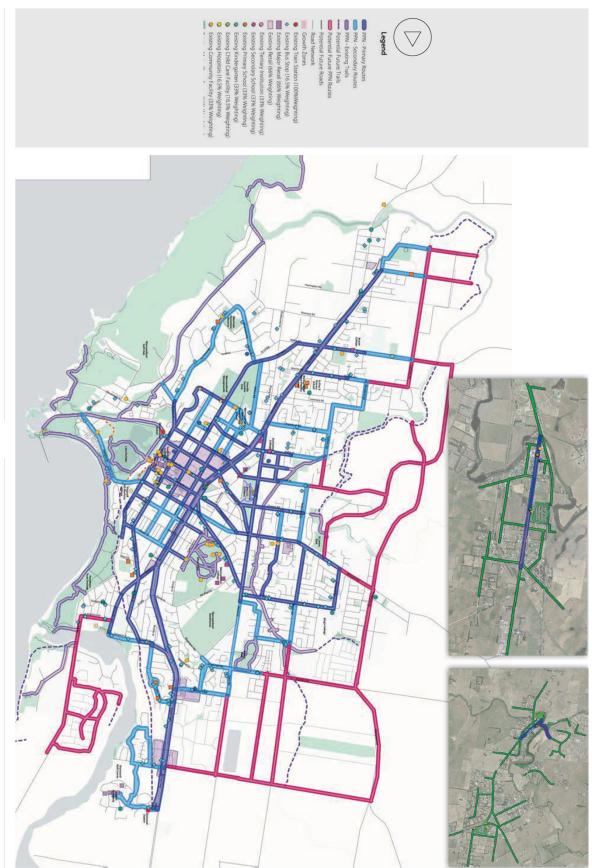


Figure 2: Principal Pedestrian Network

3.2 Stakeholders Analysis

The following table lists the internal and external stakeholders to be engaged during the engagement process for the Principal Pedestrian Network. It describes the nature of their interest and the level of interest and influence on the final Principal Pedestrian Network. The level of engagement for each stakeholder and associated suitable engagement methods are proposed. The table also identifies Council representative responsible for undertaking the engagement with each stakeholder group.

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
WCC Councillors	Communities priorities regarding pedestrian infrastructure provision	High	High	Involve	Councillor briefing	
Residents	Feedback on identified pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	High	Consult	Inform them through mails, Facebook post and council website. Engage through • Crowd spot & Survey • Connect and Warrnambool • Facebook pages • Community and organisational networks	
Active transport users	Feedback on identified principal pedestrian networkIdentify missing gaps in pedestrian infrastructureExpected Level of service on pedestrian infrastructureIdentifying / ranking identified future projects	High	High	Consult	Inform them through mails, Facebook post and council website. Engage through Crowd spot & Survey Connect and Warrnambool Facebook pages Community and organisational networks	

Attachment 5.11.2

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, 5, MARCH 2019

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
Shoppers/customers in CBD, major and minor retail points	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	Medium	Consult	Crowd spot & Survey	
Parents	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	Medium	Consult	 Inform them through newsletters, Facebook post and council website. Engage through Crowd spot & Survey Working group discussions with each schools via Healthy moves 	
Older people	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	Medium	Consult	 Inform them through mails, Facebook post and council website. Engage through Crowd spot & Survey Working group discussions via Archie 	

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, DRAFT 5, FEBRUARY 2019

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
Park users	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	low	Consult	Inform them through Facebook post and council website. Engage through Crowd spot & Survey	
Disability Network	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Inform them through Facebook post (connect and Warrnambool fb pages) and council website. Engage through Interview Crowd spot & Survey Working group discussions with Rural access group	
Recreation Team	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Team briefings Articles in internal news publications	

Attachment 5.11.2

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, 5, MARCH 2019

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
Environment Team	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Team briefings Articles in internal news publications	
Hospitals- Health care professionals,	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Low	Medium	Consult	Inform them through Facebook post and council website. Engage through Interview Crowd spot & Survey Discussions with South West P C and Health Care Network	
Community facilities	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	High	Consult	Inform them through Facebook post and council website. Engage through Crowd spot & Survey	

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, DRAFT 5, FEBRUARY 2019

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
Young people	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Inform them through Facebook post and council website. Engage through • Crowd spot & Survey • Workshop via youth team	
TAFE/university students	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Inform them through Facebook post and council website. Engage through • Crowd spot & Survey • Feedbacks from networks	
Schools	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	Medium	Medium	Consult	Inform them through Facebook post and council website. Engage through • Crowd spot & Survey, • Ride to school feedback	
Visitors	Access to walking infrastructure eg, footpaths, streetscapes, safe crossings in Warrnambool	Low	Medium	Consult	Posters / postcards	

Attachment 5.11.2

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, 5, MARCH 2019

Stakeholder	Interest	Level of interest	Level of influence	Suggest ed level of engage ment	Proposed method /s of engagement	Team member responsible
Public transport users	Feedback on identified principal pedestrian network Identify missing gaps in pedestrian infrastructure Expected Level of service on pedestrian infrastructure Identifying / ranking identified future projects	High	Medium	Consult	Inform them through Facebook post and council website. Engage through Crowd spot & Survey	
Non users	Future use of pathways	Low	Low	Consult	Inform them through Facebook post and council website. Engage through Crowd spot & Survey	

4 Approach

4.1 Engagement Methodology

In accordance to the International Association for Public Participation Spectrum (IAP2) (below), the proposed overall level of engagement to inform the Principal Pedestrian Network will be at a Consult level.

Consult: To obtain public feedback on analysis, alternatives and or decisions.



Figure 3: IAP2 Public Participation Spectrum

All engagement and communications to inform the Principal Pedestrian Network will be undertaken in accordance with the values and behaviours promoted in WCC's *Community Engagement Policy*. In addition, the engagement process will:

- Be purposeful and targeted, regarding what engagement questions each stakeholder is consulted on;
- Be delivered through existing networks and relationships;
- Seek feedback from stakeholders on priority concerns and needs;
- Where possible, capture data in a way that can be easily captured as quantitative data;
- Seek to develop long-term positive and mutually beneficial relationships with local stakeholders, and
- Explore and consider opportunities for local partnership development.

Inform: Stakeholders will be informed through mail, council website and Facebook pages (managed by council). The targeted mail consists of a brief about PPN and informs the commencement of community consultation.

Consult: The major consultation method recommended is through crowd spot. The method provides a visual interactive platform, with as base street style map overlayed with identified principal pedestrian network and other identified pedestrian improvement project layers. Stakeholders can toggle and zoom through the proposed network and can provide their remarks through various markers.

The screenshot of similar crowd spot consultation for Bass Coast is shown in Figure 3.

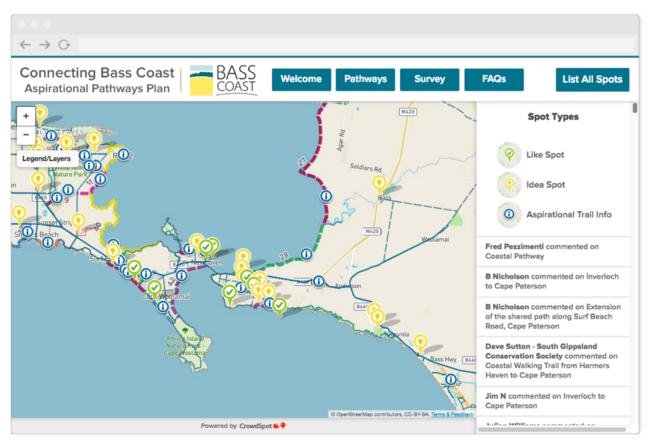


Figure: Sample crowd spot consultation for Bass Coast Shire

Other similar recent projects in region using Crowd Spot includes

- Moreland Integrated Transport Strategy, City of Moreland
- Strathmore 20-min Neighbourhood, DELWP
- Connecting Bass Coast, Bass Coast Shire
- Jacksons Hill Master Plan, Victorian Planning Authority

4.2 Engagement Objectives

Key engagement objectives identified are as noted below. These have been divided into five themes that correlate to the engagement objectives. Engagement inputs will continue to evolve as the project progresses and are provided to be used a guide only to the development of key engagement tools, such as crowd spot web page and survey.

Theme 1: Reviews on identified Principal Pedestrian Network and suggestions

Identified principal pedestrian network will be built in to crowd spot online mapping platform, which enables community an easy review on the network. Community can state their feedbacks and suggestions through various spot tools like:

- Issue spot
- Like spot
- Idea spot
- Information spot

Theme 2: Missing gaps in pedestrian infrastructure like pathways, safe crossings and streetscapes

Identified gaps/ pedestrian infrastructure project layers like footpaths, safe crossings etc. would be built in to crowd spot mapping platform. Community can make further additions and comments through the spot tools as mentioned in theme 1.

Theme 3: Review on suggested Level of service along Pedestrian network

Another survey is recommended to attach crowd spot consultation. The survey should include various questions around expected level of service along Principal Pedestrian Network as mentioned below.

- What should primary /secondary pedestrian network look like and what should they include?
- Should Council build footpaths of higher level of service in less used areas?

Need to frame more detailed questions according to suggested level of service for PPN in report.

Theme 4: Prioritising the future projects.

Communities have the opportunity to go through various identified projects and can show their support or priority through various spot tools e.g., "Like spot"- the projects with more likes would come up in priority.

Theme 5: Project investment partnerships

The survey attached with crowd spot platform should have questions around community interest in funding contribution and project partnership.

- What may be some opportunities for partnership delivery of pathways moving forward?
- What attracts you to use some pathways and not others?

4.3 Negotiables and Non-Negotiables

A number of negotiables and non-negotiables relate to the Principal Pedestrian Network and associated engagement process, of which are noted in the table below. Project negotiable and non-negotiables will continue to be refined as the project progresses.

Negotiables

(what stakeholders may be able to influence)

- The final name of the Strategy
- The definition of a Principal Pedestrian facilities
- How we will pay for the implementation
- The location of the new facilities
- Community expectations versus Council constraints
- How Council will engage with the community and stakeholders

Non-negotiables (what stakeholders cannot influence)

- There is a limited budget for engagement
- The Strategy is to be complete and endorsed by Council by EOFY
- The scope of the Strategy has been decided
- The Strategy will look at every Council run Pathways and fit for purpose

4.4 Tools and Techniques

Reflecting the outcomes of the scoping workshop, outlined in the following pages are indicative community engagement tools and techniques, as well as key project milestones. Table 2 (below) provides a detailed description of the recommended tools and techniques.

Note: this table has been designed to also act as an Action Plan.

	ol/Technique	Description	Timing	Responsibility
Pr	e engagement			<u> </u>
1.	Engagement and Communications Plan	Finalise and approve this Engagement and Communications Plan.	March 2019	
2.	Key Communication Messages	A series of key communication messages will be developed to ensure information provided during the engagement process is clear and consistent. Key messages will be updated regularly and will provide the basis of all communications material.	March 2019	
		Upon project inception, staff working on the project will be provided with the key messages to ensure they are aware of key project information and the information they disseminate is accurate.		
	Internal Meetings / Briefings	Internal meetings and briefings will be completed throughout the engagement process to keep staff and Councillors informed of the project's progress.	Ongoing	
	Councillor Briefing	Councillor Briefing on engagement process.		
	gagement 18 March			1
5.	Media Release	A media release will be developed to announce the project and detail engagement opportunities.	W/b March 2019	
6.	Fact Sheet	A fact sheet will be developed detailing the project including information about Pathways and facility types and how the community can get involved in the project.	W/b March 2019	
7.	Target user mail	Target user mails will be sending, to inform the commencement of community survey, with attached fact sheet.	April – May 2019	
8.	Crowd Spot Survey	An online mapping tool will be developed by crowd spot for the community consultation. The online link would be available on Council's website as well as Facebook page. They need 4 weeks to build the interface. Online engagement will be open for consultation for 5 weeks.	April – May 2019	
9.	Survey	A survey will be developed, informed by the key engagement questions detailed in this Plan. The survey will be available in conjunction with Crowd spot online survey.	April – May 2019	

Table 2: Tools and Techniques (incorporating an Action Plan)

WARRNAMBOOL PRINCIPAL PEDESTRIAN NETWORK, 5, MARCH 2019

Tool/Technique	Description	Timing	Responsibility
10.Posters	Posters will be developed to raise project awareness.	W/b March 2019	
11. Interviews	Interviews or 'one on one informal chats' will be undertaken with key stakeholders and possible partners.	March- April 2019	
12. Social media	Social media (e.g. Twitter, Facebook) will be used as a marketing tool to advertise the project. NOTE: Facebook is not used to capture comments from the community as Council has no control over the content.	W/b April 2019	
13.Data analysis	Undertake data analysis and prepare summary detailing key engagement outcomes. An example of how to capture the data can be found in Appendix A.	May 2019	
14. Engagement evaluation	Evaluate the effectiveness of engagement process.	May 2019	
15. Draft Principal Pedestrian Network	Preparation of draft Principal Pedestrian Network	May 2019	
16. Final draft	Preparation of final Principal Pedestrian Network	June 2019	
17. To Council	Final Principal Pedestrian Network to Council	June 2019	
18. Completed Strategy	Completed Strategy	June 2019	
19. Informing the community	Informing the community of the Strategy and 'closing the loop' of the engagement process.	July 2019	

5 Evaluation

Evaluation of the overall engagement process will be undertaken, giving consideration to the following:

- Extent of advertising;
- Proportion of internal staff who provided feedback into the process;
- Number of participants, and representation of the wider community demographic;
- Proportion of surveys completed in full;
- The quality in the narrative around key issues and themes captured throughout the engagement process.

Appendix A

Example of data analysis

PURPOSE

This report contains the record of one Advisory Committee meeting.

REPORT

• Economic Development Advisory Committee – 10 March 2020

ATTACHMENTS

1. EDAC March 10 th Minutes [5.12.1 - 4 pages]

RECOMMENDATION

That the record of the Economic Development Advisory Committee meeting held on 10 March 2020, be received.



Meeting Minutes

Date		Tuesday March 10 th 2020	Time	1pm – 2.30pm	Location	Committee R	oom 1 – Civic Centre
Committee Members		Martin Ellul , Dr Helen Scarborough , James Tait, Doreen Power, Dean Luciani, Rob Lane, C Alistair McCosh, Michael Phillips					Cr. Tony Herbert (Chair
Council Of	ficer Invitees	Andrew Paton, Helen Sheedy	and Eddi	e lvermee			
No		1	What				Who
1.	Apologies Doreen Power, Michael Phillips and Robert Lane				Chair		
2.	TEDx Warrnambool Update Meeting declared open at 1.05pm. The committee was made aware that the TEDx Warrnambool event will be taking place on Friday April 3 rd with operations behind the scenes in full swing. Key points of the event include – • Four different components on the night – Live event at Emmanuel, Streaming Event at Deakin University, After Party at Deakin University and Creative Canteen component at Emmanuel. • Ballot for tickets was run with over 300 people submitting forms for the 100 seat capacity event. • Sponsorship of the event has been provided by WCC, Deakin University, Cassign, Emmanuel College, Bendigo Bank and Basalt Wines. • Speakers on the evening will be; Dr. John Sherwood, Kylie Thulborn & Tom Richardson, Dr. Alecia Bellgrove, Dr. David Beggs and Paul Watkins.		Helen Sheedy				



WARRNAMBOOL		Meeting Minutes
	The importance of holding a TEDx event in Warrnambool aligns with authentic marketing and Warrnambool will be the first regional town in Victoria to hold a licensee for an event. With over 23 million online subscribers, the Warrnambool event will receives significant exposure on the TEDx platform.	
3.	Deakin University Hydrogen Announcement and Next Steps The committee spoke about the positive news and sentiment around Deakin University's recent announcement of \$2 million stage 1 funding. Getting involved in a national strategy, the announcement is a great step forward for the University and region as a whole with the potential to source a further \$20 million to fully fund the initiative. The COVID-19 travel restrictions places the proposed visit to Mariestad on hold. The Deakin project will continue to move forward with job advertisements for the research facility to go live as of the upcoming weekend. Further components of this discussion were – • April 15 th will hold a research forum with potential visits from State and Federal government arms. • The potential for not only Warnambool but the region with discussions centering around the role of the Port of Portland in the future of the project space. • Importance to keep community engaged and updated in the space. • Housing for new staff in light of recent housing shortages was discussed with the group made aware that 20 plus years of residential land has been zoned and approved for use moving forward across the city.	Helen Sheedy



WARRNAMBOO		Meeting Minutes
	Current Funding Applications Overview	Helen Sheedy
	Current applications under review or in the process of being undertaken through the Economic Development Unit are –	
4.	 "Delivering an Asia Capable Region" designed as a follow-up program to the successful China Host program, this application is currently in the second stage of progression with \$75,000 sought through RDV to deliver a more extensive and broad reaching program of business up- skilling in the Asia tourism and business space. 	
	 Funding has been allocated through Council and Ideas Place funding from 2019 for the Hive at SWTAFE. A new co-working and start-up space, The Hive will be heavily supported by Councils Economic development team through the 2020 period. 	
	Economic Development Strategy 2020 Update	Andrew Paton
	Discussion around an upcoming review of the City's Economic Development Strategy and seeking EDAC's input into this review.	
	The group was asked to investigate the document in its current form and supply 3 recommendations or thoughts surrounding the new document that will be worked on in the coming months.	
5.	This will be discussed at length in the next committee meeting.	
	Actions –	
	Circulation of current document – Eddie Ivermee to email EDAC group	
	Read through current adopted document and provide recommendations or thoughts on new strategy – EDAC members	
6.	General Business	All



WARRNAMBOOL		Meeting Minutes
	 The committee was provided with a copy of the Great South Coast Economic Futures Doc for further reading. With the group agreeing the document is "great reading" with further investigation needed to ensure the region maximises the opportunities raised within it. Spendmapp data is currently being held up by the Banking Royal Commission. Further work to be developed around peak bodies in Warrnambool. Creative Arts Victoria and status of its programmes. Chair declares meeting over at 2.30pm. Next meeting: TBC 	

5.13. ASSEMBLY OF COUNCILLORS REPORTS

PURPOSE

The purpose of this report is to provide the record of any assembly of Councillors, which has been held since the last Council Meeting, so that it can be recorded in the Minutes of the formal Council Meeting.

BACKGROUND INFORMATION

The Local Government Act provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

An Assembly of Councillors (however titled) means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be-

- a) the subject of a decision of the Council;
- or

b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee-

but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organization.

The requirement for reporting provides increased transparency, particularly the declarations of conflict of interest.

REPORT

Section 80A(2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.

The record of the following Assembly of Councillors is enclosed:-

- Monday 21 February 2020 refer Attachment 1
- Tuesday 10 March 2020 refer Attachment 2
- Monday 16 March 2020 refer Attachment 3
- Monday 23 March 2020 refer Attachment 4
- Monday 30 March 2020 refer Attachment 5
- Monday 6 April 2020 refer Attachment 6
- Monday 20 April 2020 refer Attachment7
- Monday 27 April 2020 refer Attachment 8

ATTACHMENTS

- 1. Assembly of Councillors Record 21 February 2020 [5.13.1 1 page]
- 2. Assembly of Councillors Record 10 March 2020 [5.13.2 1 page]
- 3. Assembly of Councillors Record 16 March 2020 [5.13.3 1 page]
- 4. Assembly of Councillors Record 23 March 2020 [5.13.4 1 page]
- 5. Assembly of Councillors Record 30 March 2020 [5.13.5 1 page]
- 6. Assembly of Councillors Record 6 April 2020 [5.13.6 1 page]
- 7. Assembly of Councillors Record 20 April 2020 [5.13.7 1 page]
- 8. Assembly of Councillors Record 27 April 2020 [5.13.8 1 page]

RECOMMENDATION

That the record of the Assembly of Councillors held on 21 February, 10, 16, 23, 30 March and 6, 20 and 27 April 2020 be received.

Assembly of Councillors Record					
Written record in accordance with Section 80A(I) Local Government Act 1989					
Name of Committee or Group (if applicable):	Councillor Briefing				
Date of Meeting:	21 February 2020				
Time Meeting Commenced:	2.35pm				
Councillors in Attendance:	Cr. Tony Herbert – Mayor Cr. Sue Cassidy Cr. Kylie Gaston Cr. Michael Neoh Cr. David Owen Cr. Robert Anderson (via conference phone)				
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Wendy Clark, Executive Assistant				
Other persons present:	-				
Apologies	Nil.				
Matters Considered:	Matters Considered: • Confidential personnel matters				
Councillor Conflicts of inter	Councillor Conflicts of interest Disclosures:				
Councillor's Name	Type of Interest	Item			
Nil.					
Meeting close time:	4.00 pm				
Record Completed by:	Wendy Clark Executive Assistant				

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	10 March 2020			
Time Meeting Commenced:	4.00pm			
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairman Cr. R Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. D. Owen			
Council Officers in Attendance:	Cr. D. OwenPeter Schneider, Chief Executive OfficerPeter Utri, Director Corporate StrategiesAndrew Paton, Director City GrowthLuke Coughlan, Manager Infrastructure ServicesRichard Stone Acting Director Community DevelopmentHelen Sheedy, Acting Manager Economic Development &InvestmentGlen Reddick, Acting Director City Infrastructure			
Other persons present:				
Apologies				
Matters Considered:	 2019 12 Month Municipal Rod management Plan Defect Report TEDx Warrnambool Update Flagstaff Hill Maritime Village and Visitor Information Centre update 			
Other Matters Considered	 Giles street Crossing advocacy Horses on beach statistics Staff survey report update U3A enquiry Glass recycling 			
Councillor Conflicts of inter	Councillor Conflicts of interest Disclosures:			
Councillor's Name	Type of Interest	Item		
Meeting close time:	5:35 pm			
Record Completed by:	Peter Utri Director Corporate Strategies			

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	16 March 2020			
Time Meeting Commenced:	3.30pm			
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairman Cr. R Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. P. Sycopoulis			
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Luke Coughlan, Manager City Infrastructure Tina McLeod, Acting Director Community Development Richard Stone, Manager Capacity Access & Inclusion Glenn Reddick, Acting Director City Infrastructure David Harrington ,Manager Financial Services Brendan McDonald, Acting Coordinator Strategic Assets Management			
Other persons present:	Rob Croxford			
Apologies	Cr. D. Owen			
Matters Considered:	 Sound/Microphone demonstration – Reception Room 2020 State of the Assets Organisational Review Statutory Model Budget 			
Other Matters Considered	Covid-19 update Free parking initiative Strategies post pandemic			
Councillor Conflicts of interest Disclosures:				
Councillor's Name	Type of Interest	Item		
Meeting close time:	5:35 pm			
Record Completed by:	Peter Utri Director Corporate Strategies			

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	23 March 2020			
Time Meeting Commenced:	5.05pm			
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. K. Gaston Cr. M. Neoh Cr. P. Sycopoulis			
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Vikki King, Director Community Development Scott Cavanagh, Director City Infrastructure David Harrington, Manager Financial Services			
Other persons present:				
Apologies	Cr. S Cassidy Cr. D Owen			
Matters Considered:	Coronavirus UpdateStatutory Budget			
Other Matters Considered				
Councillor Conflicts of interest Disclosures:				
Councillor's Name	Type of Interest	Item		
Meeting close time:	6:22 pm	1		
Record Completed by:	Peter Utri Director Corporate Strategies			

Assembly of Councillors Record					
Written record in accordance with Section 80A(I) Local Government Act 1989					
Name of Committee or Group (if applicable):	Councillor Briefing				
Date of Meeting:	30 March 2020				
Time Meeting Commenced:	4.00pm				
Councillors in Attendance Via Zoom Conferencing:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. D. Owen Cr. P. Sycopoulis				
Council Officers in Attendance Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development				
Other persons present:					
Apologies	Nil.				
Matters Considered:	 Principal Pedestrian Network Coronavirus Update Financial Impact of COVID-19 Logans Beach Strategic Framework Plan Planning Practice Notes 6 April 2020 Council meeting May Races Public holiday Animal Shelter Options 				
Other Matters Considered	Conveyance of message of thanks to staff from Councillors in relation to working through Covid-19 issues Request for staff survey result update Council commercial land purchase opportunities for parking				
Councillor Conflicts of inter	Councillor Conflicts of interest Disclosures:				
Councillor's Name	Type of Interest	Item			
Cr. T. Herbert	Direct	Logans Beach Strategic Framework Plan Left 5:30p, returned 5:40 pm			
Meeting close time:	6:15 pm				
Record Completed by:	Peter Utri Director Corporate Strategies				

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	6 April 2020			
Time Meeting Commenced:	4.00pm			
Councillors in Attendance Via Zoom Conferencing:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Nach			
	Cr. M. Neoh Cr. D. Owen Cr. P. Sycopoulis			
Council Officers in Attendance Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development			
Other persons present:				
Apologies				
Matters Considered:	 Councillor Appointment to various advisory committees Coronavirus Update. Timing of new Local Government Elections 			
Other Matters Considered	 Community member represer and planning issues Reid Oval progress 	ntations in relation to May Races		
Councillor Conflicts of inter	est Disclosures:			
Councillor's Name	Type of Interest	Item		
Cr Neoh	Indirect Business association	Reid Oval development Left the meeting 5:25pm, returned 5:32 pm		
Meeting close time:	5:35 pm	1		
Record Completed by:	Peter Utri Director Corporate Strategies			

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	20 April 2020			
Time Meeting Commenced:	4.00pm			
Councillors in Attendance Via Zoom Conferencing:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. D. Owen Cr. P. Sycopoulis			
Council Officers in Attendance Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Alison Kemp, Manager Recreation & Culture Glenn Reddick, Manager City Amenity Guy Price, Co-ordinator Environmental Health Luke Coughlan, Manager Infrastructure Services John Sheely, Team Leader Parks & Gardens			
Other persons present:				
Apologies	pologies			
Matters Considered:	 Learning & Library Hub Design Concepts Sportsground User Group Winter Tenancy Fees Asset Management Strategy 2020 Domestic Wastewater Management Plan Coronavirus update Northern Entrance Landscaping 			
Other Matters Considered	Great South Coast Food & Fibre Council Harper Street Tree poisoning Ex - Fonterra community hub Dennington			
Councillor Conflicts of inter				
Councillor's Name	Type of Interest	Item		
Cr Herbert	Property ownership	Poisoning of Harper Street trees		
		Left the meeting at 6:40, returned 6:45pm		
Meeting close time:	6:55 pm	·		
Record Completed by:	Peter Utri Director Corporate Strategies			

Assembly of Councillors Record				
Written record in accordance with Section 80A(I) Local Government Act 1989				
Name of Committee or Group (if applicable):	Councillor Briefing			
Date of Meeting:	27 April 2020			
Time Meeting Commenced:	3.30pm			
Councillors in Attendance Via Zoom Conferencing:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh			
	Cr. D. Owen Cr. P. Sycopoulis			
Council Officers in Attendance Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Alison Kemp, Manager Recreation & Culture Luke Coughlan, Manager Infrastructure Services David Harrington, Manager Financial Services Simon Fleming, Manager Organisation Development Paula Gardiner, Co-ordinator Strategic Asset Management Paul Cugley, Co-ordinator Infrastructure Management Paul Wickson, Co-ordinator Building Strategy & Services			
Other persons present:				
Apologies				
Matters Considered:	 Activities & Initiatives 2019-2020 – January-March (Quarter 3) Capital Projects Report Quarter 3 – 2019/2020 Cleaning Contract Extension Stanley Street – Edwards Street Bridge Renewal Bromfield Street Weir Business Support Response to Covid-19 Road safety issues Fitzroy Road/Raglan Parade Intersection Coronavirus update 2020-2021 Budget March Financial Report 			
Other Matters Considered	Council Plan 2017-2021 Ex-Fonterra hall update racing club use of lady bay Gilles street crossing advocacy, On line saleyard sales Virtual meeting processes			
Councillor Conflicts of inter	est Disclosures:			
Councillor's Name	Type of Interest	Item		
Meeting close time:	7.10 pm	<u> </u>		
Record Completed by:	Peter Utri Director Corporate Strategies			

5.14. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY REPORT

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
28 February 2020	Warrnambool	Mayor & Chief Executive Officer – Attended the Great South Coast Board Meeting.
4-5 March 2020	Canberra	Mayor & Chief Executive Officer – Participated in the Great South Coast Board Parliamentary delegations and met with Senator the Hon. Jonathon Duniam MP, the Hon. Michael McCormack, MP, the Hon. David Littleproud MP, the Hon. Dan Tehan MP, the Hon. Paul Fletcher MP, the Hon. Scott Buchholz MP, the Hom. Mark Coulton MP, the Hon. Sussan Ley MP.
7 March 2020	Warrnambool	Cr. Robert Anderson represented the Mayor at the Official opening of the Nippers Surf Life Saving Championships.
12 March 2020	Warrnambool	Mayor – Attended the South West TAFE Class of 2019 Graduation Ceremony.
	Warrnambool	Chief Executive Officer – Attended the Great South Coast Regional Partnership Ministerial Engagement held at SW TAFE.
13 March 2020	Warrnambool	Mayor – Attended the International Women's Day breakfast.
	Warrnambool	Mayor & Chief Executive Officer – Attended the official opening of The Hive entrepreneurial incubator space at SW TAFE by the Hon. Gayle Tierney MP.
	Warrnambool	Mayor, Councillors & Chief Executive Officer – Met with members of the Heritage Council of Victoria during their visit to Warrnambool.
	Warrnambool	Mayor – Attended the Brauer College Debutante Ball.
24 March 2020	Warrnambool	Mayor & Chief Executive Officer - Attended via video conferencing, a meeting of the Regional Capitals Australia Board.
25 March 2020	Warrnambool	Chief Executive Officer - Attended via video conferencing, a meeting of the Great South Coast CEO's group.
26 March 2020	Warrnambool	Chief Executive Officer – Attended via video conferencing, a meeting of the Regional Cities Victoria CEO's group.
	Warrnambool	Mayor - Attended via video conferencing, a meeting of the Regional Cities Victoria Mayors group.

2 April 2020	Warrnambool	Chief Executive Officer - Attended via video conferencing, a meeting of the Integrated Water Management Forum No. 7.
24 April 2020	Warrnambool	Mayor & Chief Executive Officer – Attended via video conferencing, the Great South Coast Board meeting.
25 April 2020	Warrnambool	Mayor – Laid a wreath on behalf of the City at the Warrnambool Cenotaph to mark Anzac Day.

RECOMMENDATION

That the Mayoral & Chief Executive Officer Council Activities – Summary Report be received.

6. PUBLIC QUESTION TIME

7. CLOSE OF MEETING