



## ORDINARY MEETING OF COUNCIL

Notice is hereby given of the  
Ordinary Meeting of Council to be held at  
Council Chamber, 15 Stead Street, Ballan on  
Wednesday 06 February 2019,  
commencing at 6:00 p.m.

### Members:

Cr. Paul Tatchell (Mayor)	Central Moorabool Ward
Cr. John Keogh (Deputy Mayor)	East Moorabool Ward
Cr. David Edwards	East Moorabool Ward
Cr. Tonia Dudzik	East Moorabool Ward
Cr. Jarrod Bingham	East Moorabool Ward
Cr. Tom Sullivan	West Moorabool Ward
Cr. Pat Toohey	Woodlands Ward

### Officers:

Mr. Derek Madden	Chief Executive Officer
Mr. Phil Jeffrey	General Manager Infrastructure
Mr. Satwinder Sandhu	General Manager Growth and Development
Mr. Danny Colgan	General Manager Social and Organisational Development

***Derek Madden***  
***Chief Executive Officer***

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**1. OPENING OF MEETING AND PRAYER**

**Almighty God be with us as we work for the people of the Shire of Moorabool.  
Grant us wisdom that we may care for the Shire as true stewards of your creation.  
May we be aware of the great responsibilities placed upon us.  
Help us to be just in all our dealings and may our work prosper for the good of all.  
Amen.**

**2. ACKNOWLEDGEMENT TO COUNTRY**

**We respectfully acknowledge the traditional owners of this land, their spirits and ancestors.**

**3. RECORDING OF MEETING**

**In accordance with Moorabool Shire Council's Meeting Procedure Local Law, the Council will be recording this meeting. The following organisations have been granted permission to make an audio recording also:**

- The Moorabool News; and**
- The Star Weekly**

**4. PRESENT****5. APOLOGIES****6. CONFIRMATION OF MINUTES**

**6.1 Ordinary Meeting of Council – Wednesday 05 December 2018**

**6.2 Special Meeting of Council – Monday 17 December 2018**

**Recommendation:**

**That Council confirms the Minutes of the:**

- Ordinary Meeting of Council held on Wednesday 05 December 2018, and the**
- Special Meeting of Council held on Monday the 17 December 2018.**

## 7. DISCLOSURE OF CONFLICT OF INTEREST

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest (section 77A and 77B). The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 set out the requirements of a Councillor or member of a Special Committee to disclose any conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

Definitions of the class of the interest are:

- a direct interest
  - (section 77A, 77B)
- an indirect interest (see below)
  - indirect interest by close association (section 78)
  - indirect financial interest (section 78A)
  - indirect interest because of conflicting duty (section 78B)
  - indirect interest because of receipt of gift(s) (section 78C)
  - indirect interest through civil proceedings (section 78D)
  - indirect interest because of impact on residential amenity (section 78E)

### Time for Disclosure of Conflicts of Interest

In addition to the Council protocol relating to disclosure at the beginning of the meeting, section 79 of the Local Government Act 1989 (the Act) requires a Councillor to disclose the details, classification and the nature of the conflict of interest immediately at the beginning of the meeting and/or before consideration or discussion of the Item.

Section 79(6) of the Act states:

While the matter is being considered or any vote is taken in relation to the matter, the Councillor or member of a special committee must:

- (a) leave the room and notify the Mayor or the Chairperson of the special committee that he or she is doing so; and
- (b) remain outside the room and any gallery or other area in view of hearing of the room.

The Councillor is to be notified by the Mayor or Chairperson of the special committee that he or she may return to the room after consideration of the matter and all votes on the matter.

There are important reasons for requiring this disclosure immediately before the relevant matter is considered.

- Firstly, members of the public might only be in attendance for part of a meeting and should be able to see that all matters are considered in an appropriately transparent manner.
- Secondly, if conflicts of interest are not disclosed immediately before an item there is a risk that a Councillor who arrives late to a meeting may fail to disclose their conflict of interest and be in breach of the Act.

## 8. PUBLIC QUESTION TIME

The aim of Public Question Time is to provide an opportunity for the public to ask general questions at Council Meetings requiring routine responses. Public Question Time is conducted in accordance with Section 6.9 of the Council's Meeting Procedure Local Law No. 9.

Questions must be in writing on the form provided by the Council and submitted by 5.00pm on the day before the meeting. Members of the public can contact a Councillor and raise a question which the Councillor will submit on their behalf.

A question will only be read to the meeting if the Chairperson or other person authorised for this purpose by the Chairperson has determined that:

- i) the person directing the question is present in the gallery;
- ii) the question does not relate to a matter of the type described in section 89(2) of the Act (for confidential matters);
- iii) the question does not relate to a matter in respect of which Council has no power to act;
- iv) the question is not defamatory, indecent, abusive or objectionable in language or substance;
- v) the question is not a repetition of a question already asked or answered (whether at the same or an earlier meeting); and
- vi) the question is not asked to embarrass a Councillor, member of Council staff or member of the public.

A Councillor or Council officer may:

- i) immediately answer the question asked; or
- ii) elect to have the question taken on notice until the next Ordinary meeting of Council; at which time the question must be answered and incorporated in the Agenda of the meeting under Public Question Time; or
- iii) elect to submit a written answer to the person asking the question within 10 working days.

Responses to public questions answered at the meeting, will be general in nature, provided in good faith and should not exceed two minutes. These responses will be summarised in the minutes of the meeting.

Public Question Time does not substitute for other forms of communication with or other formal business procedures of the Council.

## 9. PETITIONS

### 9.1 Flanagans Drive Speed limit

Council has received a petition containing 50 signatures, with 19 residents residing in Flanagans Drive, Merrimu.

The petition is stated as:

*“As a collective, the residents of Flanagans Drive, Merrimu and its attached courts and streets, would like to communicate that we do not support the construction and/or installation of speed humps along any part of Flanagans Drive. We would also like to ask Council to review the current speed limit on Flanagans Drive, Merrimu, from its current posted speed limit of 50km/h with the potential to raise it. Each person’s preference is as marked below. We would all like to be informed of any potential amendments with the option to participate in the decisions.*

This petition does not meet Council’s Local Law No. 9, Meeting Procedure Local Law, Part 6 - Clause 6.7 (d)(ii) requirements, however, an exception has been made on this occasion to consider this petition in line with the provisions under Meeting Procedure Local Law No.9, Part 6 - Clause 6.7 due to each signatory residing in the vicinity of Flanagans Drive, Merrimu as stated.

#### Background

Advice has been provided to the convenor of the petition prior to the presentation of this petition to Council stating that VicRoads is the authority responsible for setting and approving any amendments to speed limits within Victoria, even on local roads and usually following a request from the local municipality. Any amendments or approvals would subsequently be implemented by Council accordingly.

Currently the speed limit along Flanagans Drive is 50kmh. Council officers have assessed the road characteristics using the VicRoads assessment tool which identified the current posted speed limits as appropriate, and as a result, VicRoads are unlikely to agree to any amendment (i.e. to increase the current speed limit).

Council maintains a comprehensive database of traffic counts across the municipality. The counts also record the 85<sup>th</sup>ile speed of vehicles (the speed at which 85% of vehicles travel at or below) and indicate that along Flanagans Drive the average speed is 79kph. This indicates that there is regular speeding at this location in excess of the speed limit. Officers have installed 50kph speed signs to avoid any confusion regarding the current speed limit along the street. Further, Council is also supportive of a reduced speed limit to improve road safety. Consequently, increasing the speed limit above the posted current speed (50kph) is not supported.

#### Recommendation:

1. **That the petition containing 50 signatures in relation to Flanagans Drive, Merrimu be received by Council.**
2. **That a report be prepared by officers for Council’s consideration pertaining to the construction and/or installation of speed humps along Flanagans Drive, Merrimu.**



## 9.2 Gordon Streetscape Works

Council has received a petition containing over 190 signatures of residents of Gordon.

The petition is stated as:

*"Moorabool Shire Council to defer the \$350,000 Stage 1 Main Street upgrade works in the township of Gordon, until such time as a comprehensive review is undertaken of the proposal, and the ratepayers and residents of Gordon are given real choice in how such capital expenditure is best used ."*

This petition meets Council's Local Law No. 9, Meeting Procedure Local Law, Part 6 - Clause 6.7 (d)(ii) requirements.

### **Recommendation:**

**That the petition containing 190 signatures in relation to Stage 1, Main Street Gordon Streetscape Works, be received by Council, and that a report be prepared by officers for Council's consideration.**

**10. PRESENTATIONS / DEPUTATIONS**

The Council has made provision in the business of the Ordinary Meetings of the Council for the making of presentations or deputations to Council in relation to matters presented on the agenda for Council consideration.

Presentations or deputations are required to be conducted in accordance with the requirements contained within the **Presentation/Deputations Protocols and Procedural Guidelines**.

Persons wishing to make a presentation or deputation to Council on a matter included in the agenda shall inform Council prior to the meeting by contacting the Chief Executive Officer’s office and registering their name and agenda item being spoken to.

At the meeting the Mayor will invite the persons wishing to make a presentation or delegation to address the Council on the agenda item.

The person making the presentation or deputation is to stand and address Council on the item. No debate on the item is permitted between the person making the presentation or delegation and the Council.

A maximum of three minutes per presentation or delegation will be allocated. An extension of time may be granted at the discretion of the Mayor.

Councillors, through the Mayor, may ask the person making the presentation or delegation for clarification of matters presented.

The Mayor may direct that a member of the gallery ceases speaking if the above procedure is not followed.

**List of Persons making Presentations/Deputations other than in relation to a planning item listed on the agenda:**

Item No	Description	Name	Position
-	-	-	-

**List of Persons making Presentations/Deputations to a planning item listed on the agenda:**

Individuals seeking to make a presentation to the Council on a planning item listed on the agenda for consideration at the meeting will be heard by the Council immediately preceding consideration of the Council Officer’s report on the planning item.

Item No	Description	Name	Applicant/ Objector
-	-	-	-

**11. OFFICER'S REPORTS**

**11.1 CHIEF EXECUTIVE OFFICER**

No reports for this meeting.

**11.2 GROWTH AND DEVELOPMENT**

**11.2.1 Planning Permit Numbers – PA2003-472, PA2003-473, PA2003-474 and PA2003-475; Conroys Lane, Wallace - Request for a fifth extension of time for the use and development of a single dwelling**

<b>Application Summary:</b>	
Permit No:	PA2003-472, PA2003-473, PA2003-474 and PA2003-475
Lodgement Date:	23 October, 2018
Planning Officer:	Mark Lovell
Address of the land:	Lots 1 & 2 on PS503064U; Crown Allotments 11-15 in PC365342W; Crown Allotments 15-20 in PC365343U; Conroys Lane, Wallace
Proposal:	Fifth extension of time
Lot size:	9.7 hectares over four titles
Why is a permit required?	The permit has expired as the development was not commenced by 27 April, 2018. An extension of time is required to commence the development.
Reason for being presented to full Ordinary Meeting of Council (OMC)	Previous extension of time requests were decided by OMC meetings held on 6 July, 2016 and 2 August, 2017.
<b>Public Consultation</b>	
Was the application advertised?	No. A request for an extension of time is not required to be advertised under Section 69 of the Planning & Environment Act.
Notices on site:	Nil.
Notice in Moorabool Newspaper:	No.
Number of Objections:	Nil.
Consultation Meeting:	No meeting held.
<b>Policy Implications</b>	
Strategy Objective 2:	Minimising Environmental Impact
<b>Context 2A:</b>	Built Environment

<b>Victorian Charter of Human Rights and Responsibilities Act 2006</b>	
<p>In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.</p>	
<b>Officer's Declaration of Conflict of Interests</b>	
<p>Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.</p> <p><i>Manager – Robert Fillisch</i></p> <p>In providing this advice to Council as the Manager, I have no interests to disclose in this report.</p> <p><i>Author – Mark Lovell</i></p> <p>In providing this advice to Council as the Author, I have no interests to disclose in this report.</p>	
<b>Executive Summary</b>	
Application Referred?	No new referrals were required as a result of the extension of time request.
Any issues raised in referral responses?	No.
Preliminary concerns?	This is the fifth extension of time request. An Ordinary Meeting of Council has previously overturned an officer's recommendation for refusal in 2016 and again in 2017. There has been insufficient progress since the last extension of time approval to warrant another extension of time approval.
Any discussions with applicant regarding concerns?	Applicant was advised the application would not be supported consistent with the previous officer's recommendation from 2016 and 2017.
Any changes made to the application since being lodged?	Nil.
Brief history	The permit was issued at the direction of VCAT on 27 April, 2006 which set aside Council's refusal to grant a planning permit for a single dwelling on a single lot for four separate planning applications. VCAT resolved to issue one permit for one dwelling over four lots provided they were consolidated into a single lot.
Previous applications for the site?	Nil.

<p><b>General summary</b></p>	<p>The application is for a fifth extension of time of an approved development which has not commenced. The applicant has provided a timeline from 1998 onwards detailing the difficulties in first obtaining a permit and then with on going financial problems.</p> <p>No development has commenced on site.</p> <p>The application has been considered using the <i>Kantor test</i> and based on this assessment it is considered the applicant has had ample opportunities to commence development and based on the current information has not advanced the application to an adequate stage.</p> <p>There are no exceptional circumstances which is preventing the commencement of the development. Providing a further extension of time would be contrary to the provisions of the Planning &amp; Environment Act.</p> <p>It is therefore considered that a fifth extension of time should not be supported as the applicant has not made reasonable attempts to commence the development due to same underlying reason which is lack of finances. There have been no guarantees provided of a start date. The applicant has also not provided floor and elevation plans of the dwelling as required by condition 1 of the permit.</p>
<p><b>Summary Recommendation</b></p>	
<p>That, having considered all relevant matters as required by the Planning and Environment Act 1987, Council issue a refusal to an application to extend the time for commencement of planning permit numbers PA2003-472, 2003-473, 2003-474 and 2003-475 for the use and development of single dwelling.</p>	

**Site Description**

The subject site is located on the western side of Conroys Lane, north of the Western Freeway, Wallace. The lots do not have an abuttal to Conroys Lane but can be assessed from their southern boundary which is adjacent to Spargo Creek Road. Spargo Creek Road runs parallel with the Western Freeway.

The subject site is comprised of open farming land without building structures. There are only a small scattering of border trees and internal dividing fences separating each of the four lots. The site has a slight sloped topography in an east to west direction with the Moorabool River Western Branch located one further property to the west.

## **Background to Current Proposal**

An application for a single dwelling on a single lot covering four lots under four separate planning applications were lodged on 15 December, 2003. The applications were advertised and objections were received including from a Section 55 referral authority - Central Highlands Water. All four planning permit applications were refused on 25 May, 2005.

The applicant appealed against each of these decisions to VCAT who determined all four applications together and resolved to issue one planning permit for one dwelling covering four lots on 27 April, 2006. The permit numbers for this single permit is PA2003-472, PA2003-473, PA2003-474 and PA2003-475.

Condition 15 of the permit contained a five years commencement date and seven years completion date with the following expiry dates:

- The development and use is started by 27 April, 2011.
- The development and use is completed by 27 April, 2013.

There have been four (4) previous extension of time requests granted as detailed below.

### **First Extension of time**

A first extension of time (E1) of two (2) years was granted on 28 September, 2010.

The reasons given for the request were:

- Adversely affected by the Global Financial Crisis with tightening of the credit markets.
- The applicant was unable to raise funds to take any steps to advance the development.

The expiry conditions were extended to:

- The development and use is started by 27 April, 2013.
- The development and use is completed by 27 April, 2015.

The applicant was advised in a cover letter to the approval dated 6 October, 2010 that is unlikely that Council will grant any further application for an extension of time and the applicant should endeavor to commence development and comply with conditions of the permit.

### **Second Extension of Time**

A second extension of time (E2) of three (3) years was granted on 25 July, 2013.

The reason given for the request was:

- Lack of availability of finance for the project.
- The ongoing global financial instability that started in 2008 has resulted in tightening of credit markets and impacted on the financial position of the applicant.

The expiry conditions were extended to:

- The development and use is started by 27 April, 2016.
- The development and use is completed by 27 April, 2018.

During the assessment of the second extension of time application, discussions were held with the applicant who was advised at that time that Council officers were considering refusing the application. The proposed grounds of refusal were to be warehousing the permit given the length of time passing since approval. A report was being prepared for Council to consider a refusal recommendation.

The applicant offered to provide an assurance that the development would commence in a three (3) years period and they would not seek any further extensions to the commencement date.

The applicant then confirmed in a written correspondence dated 18 June, 2013:

*"I confirm that our application for an extension of time is to be resolved on the basis that you will approve extensions of three and two years respectively to the start and completion dates...you will not give a further extension to the start date, however you may grant an extension to the completion date if more time is needed to complete the building and other works."*

With this written assurance, the permit was extended under delegation beyond the normal 12 months timeframe to three (3) years, in the belief there would no further requests to the commencement date.

### **Third Extension of Time**

A third extension of time (E3) was granted on 6 July, 2016. Council officers recommended refusal to the third of extension of time and Council determined at its Ordinary Meeting of Council held on 6 July, 2017 to allow another 12 months to the commencement and completion dates.

The reason given for the request was:

- The applicant stated as a result of funds becoming available in late 2015 the applicant has begun discussions with builders including Porter Davis and has taken the necessary steps to progress the project including updated reports.

The expiry conditions were extended to:

- The development and use is started by 27 April, 2017.
- The development and use is completed by 27 April, 2019.

Council by approving this extension advised they would not support any further extensions of time as the applicant was about to commence construction.

### **Fourth Extension of Time**

A fourth extension of time (E4) was approved on 2 August, 2017. Council officers recommended refusal to the fourth of extension of time and Council determined at its Ordinary Meeting of Council held 2 August, 2017 to allow another 12 months to the commencement and completion dates.

The reason given for the request was:

- Hampered by financial difficulties.
- Commencement of preparation of fully dimensioned plans to be submitted to Council for endorsement.

The expiry conditions were extended to:

- The development and use is started by 27 April, 2018.
- The development and use is completed by 27 April, 2020.



## Fifth Extension of Time

A fifth extension of time (E5) was lodged by the applicant, Ramon Jimenez on 23 October, 2018. The application was made after the expiry of the permit but within the six (6) months grace period after expiry to apply for an extension of time. The grace period to apply for an extension of time ended on 27 October, 2018. The applicant lodged the extension of time with four (4) days remaining.

The reasons given for the request was:

- The development has not commenced on the ground the applicant has done considerable works in trying to move forward.
- Hampered by financial difficulties.

The applicant advised since the last issue of an extension of time has undertaken the following activities:

- Site inspection and site analysis.
- Meetings with Steven Carter from Central Highlands Water.
- Discussion with potential builders including Henley Park.

## Details of the approved development

Plan as required by conditions on the permit have not been endorsed at this stage. Condition 1 requires floor and elevation plan of the dwelling. The applicant advised they in the process of getting endorsed plans and expects them to be lodged to Council prior to Christmas. This timeline has not been met by the applicant.

## Assessment of Extension of time applications – *Kantor test*

There are no specific controls in the Planning Scheme relating to the assessment of an extension of time of a permit. However, there are some general guidelines or “tests” that can be applied to guide an assessment of an extension of time application.

Such guidance was provided by His Honour Mr. Justice Ashley in considering a number of Tribunal decisions in *Kantor v. Murrindindi Shire Council 18 AATR 285* where His Honour stated that a Responsible Authority “may rightly consider” the following:

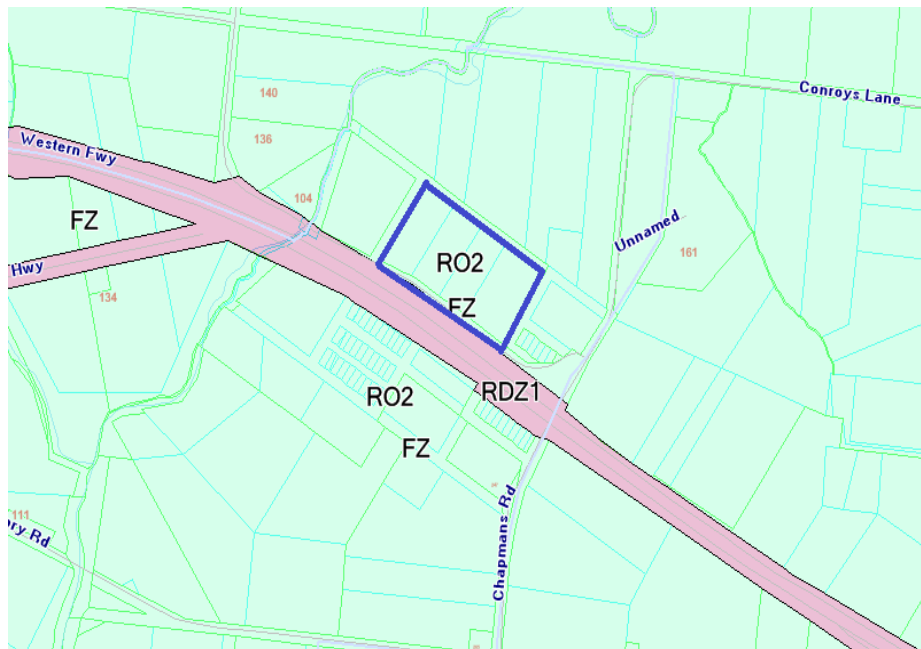
- Whether there had been change in planning policy;
- Whether the landowner is seeking to “warehouse” the permit;
- Intervening circumstances as bearing upon grant or refusal;
- The total elapse of time;
- Whether the time limit originally imposed was adequate;
- The economic burden imposed on the landowner by the permit; and
- The probability of a permit issuing should a fresh application be made.

It is important to note that most of the above decisions do not necessarily provide clear direction on the “weighting” that should be applied to the various criteria and it is important that each proposal be assessed on the merits of the individual circumstances.

The *Kantor test* is generally used by the Moorabool Shire Planning Department to assess extension of time applications, and an assessment against the *Kantor “test”* questions is detailed later in this report.

### Locality Map

The map below indicates the location of the subject site and the zoning of the surrounding area.



### Planning Scheme Provisions

#### Zone

The land is in the Farming Zone (FZ) where a permit is required to a single dwelling on a lot less than 40 hectares.

The purpose of the zone is to:

- To implement the Municipal Planning Strategy and Planning Policy Framework.
- To provide for the use of land for agriculture.
- To encourage the retention of productive agricultural land.
- To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.
- To encourage the retention of employment and population to support rural communities.
- To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.
- To provide for the use of development of land for the specific purpose identified in a schedule to this zone.

### **Overlays**

The land is also covered by an Environmental Significance Overlay – Schedule 1 (ESO1) where a permit is required for buildings and works.

The purpose of the overlay is to:

- To implement the Municipal Planning Strategy and the Local Planning Policy Framework.
- To identify areas where the development of land may be affected by environmental constraints.
- To ensure that development is compatible with identified environmental values.

The environmental objective to be achieved.

- To protect the quality and quantity of water produced within proclaimed water catchments.
- To provide for appropriate development of land within proclaimed water catchments.

The land is also covered by a Design & Design & Development Overlay - Schedule 2 (DD02).

A permit is not required for building and works provided the materials are non reflective

The purpose of the overlay is to:

- To enhance visual amenity in rural, township and vegetated areas of the Moorabool Shire.
- To encourage the use of external cladding, such as non-reflective materials for building construction.
- To discourage the use of materials, such as reflective cladding for building construction, which could have a detrimental effect on amenity.

The land is also covered in part by a Design & Design & Development Overlay - Schedule 3 (DD03).

A permit is required to construct a dwelling.

The purpose of the overlay is to:

- To ensure that the development of land or the display of advertising signs near the alignment of the Western Freeway does not prejudice the levels of service, safety and amenity of the Western Freeway/Highway.
- To minimise any adverse effects of noise on noise sensitive uses from traffic using the Western Freeway/Highway.

The land is also covered by a Restructure Overlay (RO).

The purpose of this overlay is:

- To implement the Municipal Planning Strategy and the Local Planning Policy Framework.
- To identify old and inappropriate subdivisions which are to be restructured.
- To preserve and enhance the amenity of the area and reduce the environmental impacts of dwellings and other development.

A permit is required to construct a dwelling and must be in accordance with the restructure plan for the land listed in the schedule.

The land is also covered by a Road Closure Overlay (RXO).

The purpose of this overlay is:

- To implement the and the Municipal Planning Strategy and the Planning Policy Framework.
- To identify a road that is closed by an amendment to this planning scheme.

A road included in this overlay is closed on the date notice of approval of the amendment is published in the Government Gazette.

## **Discussion**

### ***Kantor test***

#### **1. Whether there has been change in Planning Policy**

When the application was determined the land was zoned in a Rural Zone.

Amendment the C50 came into operation on 2 August, 2007 and was subsequently incorporated into the Moorabool Shire Planning Scheme. The amendment introduced the Farming Zone into the Scheme and rezoned the subject land from a Rural Zone to a Farming Zone.

Following C50 amendment, various amendments were introduced to Moorabool Planning Scheme to ensure the better and consistent planning outcome for assessing applications within the Farming Zone. These amendment included VC49 (introduced on 15 September, 2008); C34 (26 February, 2009); VC71 (20 September, 2011); VC77 (23 September, 2011); VC83 (18 November 2011); and VC87 (8 August, 2012).

The application would now need to be assessed in light of the objectives of the Farming Zone whereby the applicant would now need to demonstrate how an agricultural activity is linked to the proposed dwelling and would require the submission of a comprehensive Farm Management Plan. This change could alter the recommendation.

Other planning scheme changes since the last extension of time was issued are:

- Amendment VC132 was gazetted on 19 September, 2017 made a number of administrative corrections to the Victorian Planning Provisions. The changes would not alter the recommendation.
- Amendment GC13 was gazetted on 3 October, 2017 updating the Bushfire Management Controls. The changes would not alter the recommendation.
- Amendment VC138 was gazetted on 12 December, 2017 reforming the native vegetation controls. The changes would not alter the recommendation.
- Amendment VC142 was gazetted on 16 January, 2018 which introduced wide range of reforms that removed permit triggers, expanded permit exemptions, updated definitions and improved the usability of the VPP. The changes would not alter the recommendation.
- Amendment VC145 was gazetted on 28 March, 2018 which introduced wide range of reforms that updated and amended the SPPF, permit requirements, referrals, nesting diagrams, Heritage Overlay controls and the telecommunication facility particular provision. The changes would not alter the recommendation.
- Amendment VC148 was gazetted on 31 July, 2018 reforming all planning schemes under the Smart Planning Program and introduced major structural changes to the Victorian Planning Provisions. The changes would not alter the recommendation.
- Amendment VC151 was gazetted on 6 August, 2018 correcting errors made in VC148.
- Amendment VC147 was gazetted on 14 September, 2018 making administrative changes to Victorian Planning Provisions. The changes would not alter the recommendation.
- Amendment VC150 was gazetted on 21 September, 2018 implementing actions from Planning for Sustainable Animal Industries Report. The changes would not alter the recommendation.
- Amendment VC143 was gazetted on 4 October, 2018 inserting a new Commercial 3 Zone and introducing requirements for residential solar energy facilities. The changes would not alter the recommendation.
- Amendments VC152, VC154 and VC155 were gazetted on 26 October, 2018 amending the crisis accommodation and community care provisions, introduced integrated water management provisions and minor changes to the heritage and energy efficiency state provisions. The changes would not alter the recommendation.
- Amendment C79 was gazetted on 15 November, 2018 implementing the findings of Housing Bacchus Marsh to 2041 and provided direction for future residential development in Bacchus Marsh. The changes would not alter the recommendation.

**2. Whether the landowner is seeking to “warehouse” the permit.**

Based on a recent VCAT decision, the applicant is not warehousing the permit, in that they holding back to commence the development in order to gain a financial windfall. The applicant has stated they unable to commence works due to a lack of funds.

**3. Intervening circumstances as bearing upon grant or refusal.**

There have been no intervening circumstances that would have a bearing on this decision. The major reforms to the planning scheme as part of VC148 have not changed the intent or purpose of the Farming Zone which is the primary considerations in assessing a new development proposal.

**4. The total elapse of time since the permit was issued.**

The permit was issued on 27 April, 2006, which is 12 years ago. The project is for a single dwelling over four (4) lots rather the intended development project which was lodged as four (4) dwellings over four (4) lots. It would not be expected that a development project of this small scale would not take more than 12 years to commence. The applicant could have started the clock by beginning the development to the foundation stage, while not having all of the funds available, could have gained a two (2) year window to complete works. The start has been delayed by the actions of the applicant who has not lodged plans for endorsement as required by conditions of the permit and has not received a Building Permit with endorsed Working Drawings from a Building Surveyor. These tasks could have been completed several years ago and may have assisted in obtaining finance for the project. At this stage, only a planning permit has been granted which was issued in 2006.

A recent VCAT decision of relevance is Linton vs Moorabool Shire Council [2016]. The applicant had applied for repeated extension of time approvals due to a lack of finance to commence works.

Council issued a refusal to an extension of time request that was subsequently appealed to VCAT. The applicant during the VCAT hearing provided an expert witness who explained the financial concerns in raising funds to commence the development. This was same reasons given in previous extension of time requests by the same applicant. The member made some important points in their order which is similar to the current application which has been hampered by financial difficulties.

The member stated in paragraphs 12 to 14 of their order.

*12. The purpose of the statutory provision imposing a time limits in a permit is to prevent the permit remaining alive if not acted upon. It follows that a relevant consideration in deciding whether a commencement time should be extended is the likelihood of the proposal proceeding if an extension is granted. If that prospect is unlikely then no point is served by extending the permit. Indeed, an extension of the permit could be said to be contrary to the purposes of the Act.*

*13. The Tribunal emphasises that the prospect of a development proceeding has never been regarded as a relevant consideration when the application for permit is determined in the first place unless the proposal is clearly a pie in the sky. However, the position is different when the application is for an extension of time because the purpose of S.68 imposing time limits is different and brings into play different considerations. The Tribunal notes that Mr Scally, the solicitor who appeared for the applicant, agreed that this is a relevant consideration.*

*14. What is proposed is a major urban residential development. The Tribunal is satisfied that there is a significant prospect that the project would not proceed because of lack of finance. It certainly cannot proceed within the foreseeable future given the time that will be required to put finance in place, prepare plans for endorsement and arrange building contracts. This is a major factor militating against the grant of an extension of time.*

In consideration of this order with current application, the applicant has not lodged plans for endorsement despite promising to provide plans two (2) years ago, has been unable to raise finances due to on going financial difficulties, and has not entered into contracts with builders as no building plans exists at this stage.

The applicant has the same problem which is financial difficulties. It is still unclear when financial issues will be resolved and there is still no certainty of the actual start date. It is possible that the development will not commence in the next twelve months from the date of the last expiry.

If the fifth extension of time was approved, the commencement date would be extended to 27 April, 2019 which is only a two (2) months period to start works. This is due to the applicant lodging the extension request five (5) months after the expiry date but within the grace period and the applicant also delaying a decision as they requested this application not to be considered at the December 2018 Ordinary Meeting of Council (OMC) due to their unavailability to attend. It is unlikely the applicant will begin construction works in two (2) months time.

The applicant has had 12 years to commence, to a planning application that was lodged back in 2003 and approved in 2006. This is an excessive and unreasonable amount of time since the permit was issued.

#### **5. Whether the time limit originally imposed was adequate.**

It is considered that the time originally imposed was adequate. In good faith, Council extended the permit for two (2) years in the first request (E1) then followed by another three (3) years in the second request (E2) another one (1) year in the third request (E3) and another one (1) year in the fourth request (E4) to give the land owner ample time to commence the development. Two (2) years to commencement a development for a single dwelling is an adequate period of time.

#### **6. The economic burden imposed on the landowner by the permit.**

It is not considered that any economic burden was imposed on the landowner by the issue of a planning permit. The owner is only required to build one (1) dwelling and had initially proposed a larger development project of four (4) dwellings over four (4) lots. Construction of one dwelling should not burden a land owner.

#### **7. The probability of a permit issuing should a fresh application be made.**

If a new application was received today it would be assessed on its own planning merits against the Moorabool Planning Scheme and current adopted Council policies. The applicant would need to provide adequate information to ensure the single dwelling on land that is contained within the Farming Zone is consistent with the zone objectives and other overlay controls. It is more probable that a permit would be granted however a full assessment would need to be undertaken. The assessment would require notification to adjoining owners and occupiers and this could result in objections. It is not guaranteed a permit would be issued if an application was made today.

## General Provisions

Clause 65 – Decision Guidelines have been considered by officers in evaluating this application.

Clause 66 – stipulates all the relevant referral authorities to which the application must be referred.

## Financial Implications

The recommendation refusal of the extension of time does not implicate any financial implications. If an appeal was lodged against this decision, there would be costs for providing representation.

## Risk & Occupational Health & Safety Issues

The recommendation refusal of the extension of time does not implicate any risk or OH&S issues to Council.

## Communications Strategy

Notice was not undertaken for the extension of time request.

## Options

- Issue a refusal to extend the time limits in accordance with the recommendation of this report;
- Should Council wish to consider approving the extension of time request, Councillors need to explore justifications for the extension.

## Conclusion

The request is for a fifth extension of time for an approved planning permit.

The application is to be made on the set of principles from the *Kantor test*, which is the accepted planning tool for the assessment of extensions of time requests.

It is considered that a fifth extension of time to commence the development to a permit issued 12 years ago, is an unreasonable amount of time that has lapsed since the issue of the permit. The applicant has not been able to commence works and has not been able to progress the development to the Building Permit stage with plans still not endorsed as required by condition 1 of the permit. There is no guarantee that the development of one dwelling would commence if an approval was issued.

Any new application for a single dwelling in the Farming Zone would need to be subjected to a full planning assessment in accordance with the planning scheme provisions that includes notification to adjoining owners and occupiers and notification to external referral authorities.



Council has been exceptionally generous over a long period of time in granting previous extension of time approvals well beyond the usual 12 month extensions, to enable the applicant to commence works on site. Council has approved four previous extensions of time requests and has allowed the applicant twelve years to commence the development for one (1) dwelling on the land. There is an expectation that such a development will occur within two (2) years of the date of issue of the permit, not 12 years. Permits are not issued to be left open or remain until an applicant has the capacity to commence as these are contrary to the provisions of the Planning & Environment Act.

### **Recommendation**

**That, having considered all relevant matters as required by the *Planning and Environment Act 1987*, Council refuse the application to extend the time for commencement of combined planning permits PA2003-472, PA2003-473, PA2003-474, and PA2003-475 for the use and development of a single dwelling for the land at Conroys Lane, Wallace on the following grounds:**

- 1. The application does not meet the Kantor tests including no substantial commencement of the development has been undertaken.**
- 2. There has been insufficient progress in the intervening period to commence works on site.**
- 3. The request for a fifth extension of time to commence is beyond a reasonable amount of time given since the issue of the permit 12 years ago.**

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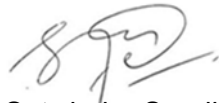
### **Report Authorisation**

**Authorised by:**

**Name:**

**Title:**

**Date:**



Satwinder Sandhu

General Manager, Growth and Development

9 January, 2018

## 11.2.2 Integrated Water Management – Werribee Catchment and Central Highlands

### Introduction

Author: Justin Horne  
General Manager: Satwinder Sandhu

### Background

A report on the Integrated Water Management Strategic Directions Statements was presented to Council at the Ordinary Meeting of Council held on 6 June 2018 and an Assembly of Council was held on 5 December, 2018 with the Chair of the Central Highlands Integrated Water Management Forum (CHIWM) and representatives from DELWP present.

In October 2017, the Department of Environment, Land, Water and Planning (DELWP), released the *Integrated Water Management Framework for Victoria* which was identified as Actions 5.7 and 5.8 of *Water for Victoria*.

The Integrated Water Management (IWM) Framework proposed the establishment of 16 IWM forums across the State. Eleven (11) in regional Victoria and five (5) in Metropolitan Melbourne.

The objective of these forums is to ensure that a collaborative approach is undertaken with organisations and agencies that are involved in waterways and water management, including wastewater, planning, potable and recycled water supply, stormwater, water treatment and to ensure a secure water supply for Victoria in the future.

Moorabool Shire Council officers have been involved in the forums and workshops for the Central Highlands and Werribee Catchment IWMs. Each forum area was required to develop a Strategic Directions Statement, to assist in the implementation of IWM solutions across the state.

Strategic Direction Statements have been completed for Werribee (attachment 1) and Central Highlands (attachment 2) and have been informed by Plan Melbourne 2017-2050 and the IWM Framework for Victoria (2017).

The purpose of this report is to seek formal endorsement from Council on the Strategic Direction Statements. Endorsement will allow Council officers to continue to be involved in the forums and to assist in the delivery of the identified projects to ensure that they meet the needs of the community and Council.

### Strategic Directions Statements

The Strategic Directions Statements outline the objectives for improved and holistic water management and provide the guidance for the IWM forums as they continue to work together to assist in the delivery of the identified projects.

Across the two (2) IWM forums which Moorabool Shire Council has been involved in, a total of over 100 projects were initially identified.

At the workshops, each project was reviewed. Similar projects were then combined to reduce the total number of projects and to also assist in the collaboration between organisations.

The final Central Highlands Strategic Directions Statement has identified a total of 13 priority projects. The Werribee Catchment Strategic Directions Statement lists 20 priority projects.

Of the 33 priority projects listed in the two (2) Strategic Directions Statements, a total of nine (9) have identified Moorabool Shire Council as a project partner. Moorabool Shire Council is not a lead for any project.

Projects that identify Moorabool Shire as a partner are listed in table 1 (Central Highlands) and table 2 (Werribee Catchment).

Please note that the role Project Lead is to ensure the initiation of the identified project, and as the project scope is further developed the Project Lead may change. Community and stakeholder engagement strategies for each of the project will be developed as they progress.

Title	Brief Description	Project Lead	Project Partners
Mapping of Cultural Values of Waterways	Identification and mapping cultural sites and values along waterway corridors in the region, to create a knowledge base which can be managed by traditional owner groups and used to inform management of waterways and water bodies.	Wadawurrung Aboriginal Corporation + Dja Dja Wurrung Aboriginal Corporation	North Central Catchment Management Authority, Corangamite Catchment Management Authority, Glenelg Hopkins Catchment Management Authority, DELWP Grampians, Central Highlands Water, Local Councils.
Enhancing flows to the Moorabool River and the Leigh River	<p>The Moorabool River is one of the most stressed waterways in the state, and the Leigh River is heavily impacted by stormwater and treated wastewater inflows from Ballarat.</p> <p>Investigate and implement options to capture and harness both recycled water and stormwater flows from urban Ballarat to supplement flows in the Moorabool River, either via offsets supplied from Lal Lal reservoir in lieu of local alternative water supplies in Ballarat, or by direct transfer. This management of urban flows from Ballarat could also benefit the Leigh River.</p>	Corangamite CMA, Wadawurrung Aboriginal Corporation	Central Highlands Water, City of Ballarat, Moorabool Shire Council, Southern Rural Water, DELWP, Barwon Water

Title	Brief Description	Project Lead	Project Partners
Central Highlands Towns Green-Blue Infrastructure Plan	<p>While the major urban areas in the Central Highlands Region (Ballarat, Maryborough, Daylesford and Ballan) will be the subject of dedicated IWM Plans.</p> <p>This plan for small towns in the region would identify, review and prioritise opportunities against a consistent set of criteria and then include case studies and design templates for delivery of common types of green-blue that are appropriate to small towns.</p>	TBC	Hepburn Shire Council, Moorabool Shire Council, Golden Plains Shire Council, City of Ballarat, Central Goldfields Shire Council, Pyrenees Shire Council, Central Highlands Water, DELWP
Ballan IWM Plan	Ballan is a growing urban area in the Central Highlands Water region, which also lies in the Werribee IWM Forum area. There is opportunity to collaborate across Forum areas to develop a holistic IWM Plan for the town, which is forecast to grow substantially. The town's water supply is drawn from the same network that supplies Ballarat and also impacts on the flow-stressed Moorabool River.	Central Highlands Water	Moorabool Shire Council, Melbourne Water, Werribee IWM Forum

Table 1: List of projects from the draft Strategic Directions Statement likely to involve Moorabool Shire.

Title	Brief Description	Lead	Partners
Bacchus Marsh IWM Plan	The Bacchus Marsh IWM Plan will explore integrated water options to address the challenges of climate change and rapid growth in the west. The use of alternative local sources of water, such as stormwater and recycled water, will be a key focus of the plan. The plan will also explore opportunities to protect local ecological values within waterways from the impacts of excess urban stormwater generated in new developed suburbs.	Western Water	Moorabool Shire Council, Melbourne Water
Nature Links Across the	This project builds on the work of the Grow West project over the past	PPWCMA	Melbourne Water, Southern Rural

Title	Brief Description	Lead	Partners
Catchment Landscape	12 years that has undertaken major revegetation action with many community and funding partners to rejuvenate degraded landscapes around Bacchus Marsh. Working alongside landholders to create new vegetation corridors across public and private land, this project extends the Grow West Nature Link between the Brisbane Ranges and the Lerderderg State Park and extends the concept to initiate new Nature Links along the length of the Werribee River and between the Brisbane Ranges and the You Yangs.		Water, Parks Victoria, Moorabool Shire Council, Lead West, City of Greater Geelong, Wyndham City Council, local Landcare groups
Werribee Catchment IWM Strategy	An IWM Strategy at the catchment-scale will guide the Werribee Forum Members to effectively contribute to achieving the Forum’s vision and strategic outcomes. The Forum will first define a plan to deliver an IWM strategy in collaboration with all Werribee IWM Forum Members and Working Group members. The plan will be executed by the Forum and supported by agreed governance.	Werribee Forum partner organisations	
Western Irrigation Network (WIN) Project	The significant population growth taking place through the Sunbury and Melton growth areas will create a substantial volume of recycled water, which will need to be managed to minimise impact on the environment. The Western Irrigation Network is exploring the use of this recycled water to create a new agricultural irrigation district. The utilisation of the recycled water in this way will not only protect the environment while keeping costs to customers low, but it will also add to the local economy and improve the agricultural productivity of the region.	Western Water	Melbourne Water, Moorabool Shire Council, Hume City Council, Melton City Council, Southern Rural Water, City West Water
Western Water’s Development	Western Water has issued guidance for land developers across their region to put together	Western Water	Moorabool Shire Council, Melton City Council, Hume City

Title	Brief Description	Lead	Partners
IWM Plan Guidance	IWM Plans at the development scale. Development IWM Plans facilitate a more holistic approach to urban water management that enables development and the increased demand for water services while also mitigating environmental degradation and the effects of climate change. Planning with an IWM approach and implementing IWM solutions aims to ensure the best value infrastructure is provided for customers and the resulting services will support thriving, liveable communities.		Council, Macedon Ranges Shire Council, Melbourne Water, VPA

Table 2: List of key projects identified for Moorabool Shire in the Werribee IWM.

**Policy Implications**

The Council Plan 2017 – 2021 provides as follows:

**Strategic Objective 2:** Minimising Environmental Impact

**Context 2B:** Natural Environment

Moorabool Sustainable Environment Strategy: Implement the action plan.

**Financial Implications**

There are no financial implications to Council in endorsing the Strategic Directions Statements.

The Forums and Working Group meetings will require attendance by Council staff.

The delivery of some of the actions listed in the Strategic Directions Statement may require consideration by Council for additional funding and/or allocation of staffing resources which may not currently be covered by existing budgets.

Cost estimates for the listed projects has not been undertaken as they have not yet been formally scoped. When the financial implications for a project is identified, Council will be notified as part of the overall annual budget process.

**Risk & Occupational Health & Safety Issues**

There are no direct risk or occupational health and safety issues associated with the recommendation within this report.

## **Community Engagement Strategy**

No community engagement is proposed for the Strategic Directions Statements.

Engagement strategies for each of the identified projects will developed as they progress.

## **Communications and Consultation Strategy**

No community engagement or consultation is proposed.

## **Victorian Charter of Human Rights and Responsibilities Act 2006**

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Satwinder Sandhu*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Justin Horne*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## **Conclusion**

The Strategic Directions Statements for the Central Highlands and Werribee Catchments outline the objectives for improved and holistic water management. To assist in delivery of the priority projects and on-going collaboration Forums and working groups have been established and the identification of priority projects to be delivered into the future.

The final Central Highlands Strategic Directions Statement has identified a total of 13 priority projects for the region. The Werribee Catchment Strategic Directions Statement list 20 priority projects.

Moorabool Shire has been identified as a potential partner for a total of nine (9) projects across the two forums, and staff will be involved in the further development of these projects to ensure that the identified projects meet the needs of the community and Council. In the delivery of the projects, communication plans will be developed to ensure that community and stakeholder engagement occurs.

The Strategic Directions Statements have no direct financial implication to Council, however delivery of some of the actions listed in the Strategic Directions Statement may require consideration by Council for additional funding and/or allocation of staffing resources which may not currently be covered by existing budgets.

**Recommendation:**

**That Council endorses the final Werribee Catchment Strategic Directions Statement and the Central Highlands Strategic Directions Statement.**

---

**Report Authorisation**

**Authorised by:**

**Name:**


Satwinder Sandhu

**Title:**

General Manager

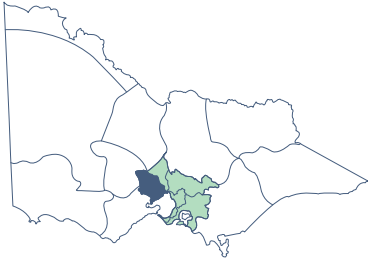
**Date:**

Wednesday 9 January, 2019





# Attachment - Item 11.2.2a



# Werribee

## STRATEGIC DIRECTIONS STATEMENT

SEPTEMBER 2018



Integrated Water  
Management Forums



Environment,  
Land, Water  
and Planning

34 of 284

#### **Acknowledgement of Victoria's Aboriginal communities**

The Victorian Government proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays its respects to their Elders past and present. The government also recognises the intrinsic connection of Traditional Owners to Country and acknowledges their contribution to the management of land, water and resources.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

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#### **Cover photograph**

Werribee South coastline.  
Photographer: Greg Brave

**Integrated Water Management is a collaborative approach to water planning and management that brings together organisations with an interest in all aspects of the water cycle.**

It has the potential to provide greater value to our communities by identifying and leveraging opportunities to optimise outcomes.

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# Foreword

The Integrated Water Management Forums position Victoria as a leader in collaborative, state-wide water system planning and decision-making.

For the first time, Victoria's water sector, together with local and state government agencies and Traditional Owners, have committed to work as one to address some of the most urgent challenges of our time.

In the face of climate change, population growth and rapid urbanisation, we recognise our shared responsibility to plan for water differently if we are to position Victorian cities and towns to be the most liveable and resilient places in the world.

Through the work of the Werribee IWM Forum, we acknowledge that climate change is no longer a future problem. Our climate adaptation planning must progress ahead of the pace of change and growth that we now see spreading through our cities, our catchment and across the state.

The IWM Forums will help us better adapt to our changing climate while we seize opportunities to grow and prosper in a sustainable water future.

They create an environment for IWM advocacy and effective governance to facilitate collaboration and innovation in water cycle management, service delivery, urban design and planning.

As Chair of the inaugural Werribee IWM Forum, I would like to acknowledge the deep commitment of all Forum members and the hard work of the Working Group members and DELWP staff to produce this Strategic Directions Statement. The Statement demonstrates an ambitious commitment to protect Melbourne's exceptional western region and enhance the way we live within our environment.

As Lead Chair of the Metropolitan and Regional IWM Forums, I would like to acknowledge the tremendous contribution of the IWM Forum Chairs and Forum Partners across Victoria who have worked together to forge a path to achieve meaningful and long-term change that we can be proud of.

Together with our regional and metropolitan IWM Forum partners, we look forward to delivering on our commitment to achieve transformational change in Victoria.



**Rob Skinner**

Chair of the Werribee IWM Forum  
Lead Chair of the Metropolitan and Regional IWM Forums

# Acknowledgements

The inaugural Werribee Integrated Water Management Forum was convened in December 2017 with subsequent Forums meeting throughout 2018 to discuss and prioritise integrated water planning and management in the Werribee Forum Area.

The Forum Area covers some of Victoria's fastest urbanising greenfield areas and will be the site of substantial population growth in the coming years. Situated on the eastern extent of the Victorian Volcanic Plain, a vast geographic area characterised by sweeping grasslands, stony rises and shallow lakes, the Werribee catchment contains a breadth of iconic Victorian landscapes expressive of the volcanic creation of the region and the cultural history of early settlement. The Forum Area includes a major food bowl for Victoria and Australia, numerous nature conservation and wildlife

reserves and ecologically significant wetlands extending from the western shores of Port Phillip Bay. Preservation and management of the catchment's landscapes will have a positive impact on the long term health and security of the region's waterways.

The Forum Area covers the traditional lands of the Wurundjeri, Wadawurrung and Bunurong people of the Kulin Nation. This region is abundant in Aboriginal cultural sites with a majority of these found near waterways and the coast. The Werribee IWM Forum acknowledges these Traditional

Owners as traditional custodians who have managed land and water sustainably over thousands of generations and maintain an active connection to Country.

The Werribee Integrated Water Management Strategic Directions Statement has been developed by the Werribee Integrated Water Management Forum. Members of this Forum include the Chief Executive Officers and Managing Directors of the following organisations:



The Werribee IWM Forum is grateful to the Werribee IWM Working Group for the time and expertise they dedicated to guide the development of this Strategic Directions Statement.

\* In-principle support for this SDS pending formal endorsement at a forthcoming Council meeting.



## Chapter 1

# The way forward

An unprecedented opportunity to progress water cycle planning and management in Victoria through collaboration.



# Introduction

## Overview

The Werribee catchment spans a vast geographic area encompassing some of Victoria's most distinctive landscapes. Windswept agricultural plains and native grasslands meet expansive natural forests throughout the catchment. A mosaic of wetlands and coastal environments dot the western shores of Port Phillip Bay into which most of the region's rivers and creeks flow.

The Werribee Forum Area contains several densely populated urban areas and some of the fastest developing suburbs in Victoria. Considered alongside challenges posed by global climate change, the rapid transformation of the west is impacting on the water cycle and the health of waterways, including the Werribee River and other Forum Area rivers and creeks that flow directly to Port Phillip Bay. Balancing the needs and function of Werribee's water cycle with future growth and development is a complex and urgent challenge requiring careful management.

The region's water sector, local governments and Traditional Owners are working collaboratively to plan and deliver projects and strategies that will enhance the resilience and liveability of the Werribee catchment and deliver enduring environmental, economic and social benefits to local communities. Through ongoing engagement with their communities, these organisations have heard that thriving waterways are inextricably linked to community identity, amenity, value and sustained economic benefit for the Werribee catchment.

The way in which land use and water planning occurs will be fundamental to ensuring these aspirations are realised.

The water cycle in the Werribee catchment is overseen and managed by several agencies. Enhanced communication and collaboration is required to ensure plans and investments are optimised to enable shared community outcomes.

This approach is Integrated Water Management (IWM). A central premise of IWM is the overall acceptance that achieving liveability and resilience is a shared responsibility.

The *Integrated Water Management Framework for Victoria 2017* is designed to help local governments, water corporations, catchment management authorities, Traditional Owners and other organisations work together to ensure the water cycle efficiently contributes to the urban liveability of the region, with communities at the centre of decision-making.

To assist with this, IWM Forums have been established across the state to identify, prioritise and oversee the implementation of critical collaborative water opportunities.

## Integrated Water Management

IWM is a collaborative approach to water planning and management that brings together organisations with an interest in all aspects of the water cycle. It has the potential to provide greater value to our communities by identifying and leveraging opportunities to optimise outcomes.

## What is a Strategic Directions Statement?

This Strategic Directions Statement (SDS) articulates the regional context, shared vision and strategic water-related outcomes for the Werribee catchment.

It includes a prioritised list of IWM opportunities developed in collaboration by the Werribee IWM Forum partners.

Partners of the Werribee IWM Forum are committing their best endeavours to:

- Ensure priority opportunities are progressed in line with the shared vision and strategic outcomes of the Werribee catchment; and
- Support the Department of Environment, Land, Water and Planning to progress priority strategic enablers for IWM in Victoria.

It is envisaged that the SDS will be a living document which will be updated to reflect the Werribee IWM Forum's current priorities and opportunities.

# Enduring collaboration

## How we're working together

The Werribee IWM Forum identifies, coordinates and prioritises areas that would most benefit from collaborative and place-based water management planning and projects.

The Forum brings together 15 organisations with an interest in water cycle management across the Werribee catchment. These organisations include four water corporations, seven local governments, the Port Phillip and Westernport Catchment Management Authority, representatives of Bunurong, Wadawurrung and Wurundjeri Traditional Owner interests, the Department of Environment, Land, Water and Planning (DELWP) and the Victorian Planning Authority.

To ensure IWM is successful and enduring across the region, the Werribee IWM Forum partners commit to promote a collaborative and shared values culture within their own organisations and through their work with local communities and water cycle delivery partners.

The Werribee IWM Forum is governed by an open and transparent IWM planning process.

This process assumes a holistic, whole-of-cycle approach to determine water cycle solutions, considering regulatory accountabilities and service delivery responsibilities.

Each organisation has an important role to play in the decision-making and management of the catchment's water, resources and assets.

Collaboration across IWM Forum partners will ensure balanced consideration of the complex economic, environmental, cultural and community benefits and impacts associated with the range of proposed IWM opportunities. This collaborative process allows for integrated solutions that respond to individual business needs, as well as the needs of the broader catchment.

The Werribee IWM Forum partners will continue to work together to build inter-organisational trust and develop productive, enduring relationships to realise the shared vision for integrated water management and delivery in the Werribee catchment.

Further information on the IWM Forum's governance and planning framework is outlined in the *Integrated Water Management Framework for Victoria 2017*, available on the internet at [www.delwp.vic.gov.au](http://www.delwp.vic.gov.au).

## Recognising Aboriginal values in water planning and management

The Werribee IWM Forum is committed to working in partnership with Aboriginal Victorians across landscapes, communities and natural resources.

The Forum recognises that Traditional Owners throughout the metropolitan Melbourne catchments, including the Wurundjeri, Bunurong and Wadawurrung people of the Kulin Nation, are unique to Country and their involvement in IWM planning will be specific to each planning area.

Organisations involved in IWM have obligations to involve Traditional Owners and consider Aboriginal values in their organisational activities. The Forum will continue to work with Traditional Owner groups to determine the appropriate approach and level of involvement in the broader IWM planning process for each Forum Area.



Werribee River Trail. Courtesy Zarnell Photography

## Guiding principles for collaboration

The purpose of the Werribee IWM Forum is to provide a collaborative platform for overseeing, supporting and, where necessary, facilitating water's contribution to resilience and liveability in Victoria.

Applying an IWM approach, the Forum will:

- Consider the collective community needs in the regional context and develop an overall strategic direction accordingly.
- Complement and feed into existing water and land planning processes, collaborative networks, forums and associations.
- Commit best endeavours to facilitate multi-stakeholder initiatives, share organisational expertise and advance sectoral learnings.
- Respect Traditional Owner rights in water management planning.
- Ensure multiple benefits can be delivered to the community and the economy.
- Optimise investment in water management projects and strategies to deliver multiple benefits and best community value solutions.



### IWM Forum governance structure

Further information on IWM Forum collaboration and planning can be found in Chapter 3 of this SDS.





## Chapter 2

# IWM in the region

Understanding why an integrated approach to water planning and management is critical to achieve better economic, environmental, cultural and community outcomes for the Werribee catchment.

# Regional context

The Werribee IWM Forum Area encompasses some of Victoria's most iconic waterways and landscapes. The catchment covers an area of approximately 2,715 km<sup>2</sup>, extending along the southern reaches of the Great Diving Range at the Wombat State Forest, south across dry, flat to gently undulating plains scattered with volcanic features, to where grasslands join wetlands on the western shoreline of Port Phillip Bay.

It is a geologically and ecologically diverse catchment with a rich cultural history and, in recent times, the site of significant urban growth on Melbourne's fringe.

Agriculture dominates much of the Werribee catchment with 67 per cent of the area devoted to the production of leafy vegetables, fruit and turf, as well as poultry, large scale grazing and crop operations. Only five per cent of the catchment is currently zoned for urban land use, though the region will undergo major residential and economic development in the coming years.

The Werribee catchment sustains a range of recreational activities, including nature-based tourism, bushwalking, fishing, cycling and swimming. Commercial activities in the catchment include agriculture, manufacturing and wholesale trade, as well as notable industries in health, education and high-tech research. The catchment hosts the Western Treatment Plant, operated by Melbourne Water, which treats a significant proportion of Melbourne's wastewater and produces recycled water.

The Werribee catchment includes areas of significant value where Aboriginal people have lived for thousands of years. Werribee is a word derived from both the Wadawurrung and Boonwurrung words for backbone or spine. The name is thought to have its origin in the tree-lined course of the Werribee River, which punctuated the landscape in contrast to the flat, bare plains surrounding the area. Many Aboriginal artefacts, fish traps and burial sites have been found along the region's waterways, including the Werribee River, which remains a place of significant cultural value to the Wurundjeri, Wadawurrung and Bunurong people.

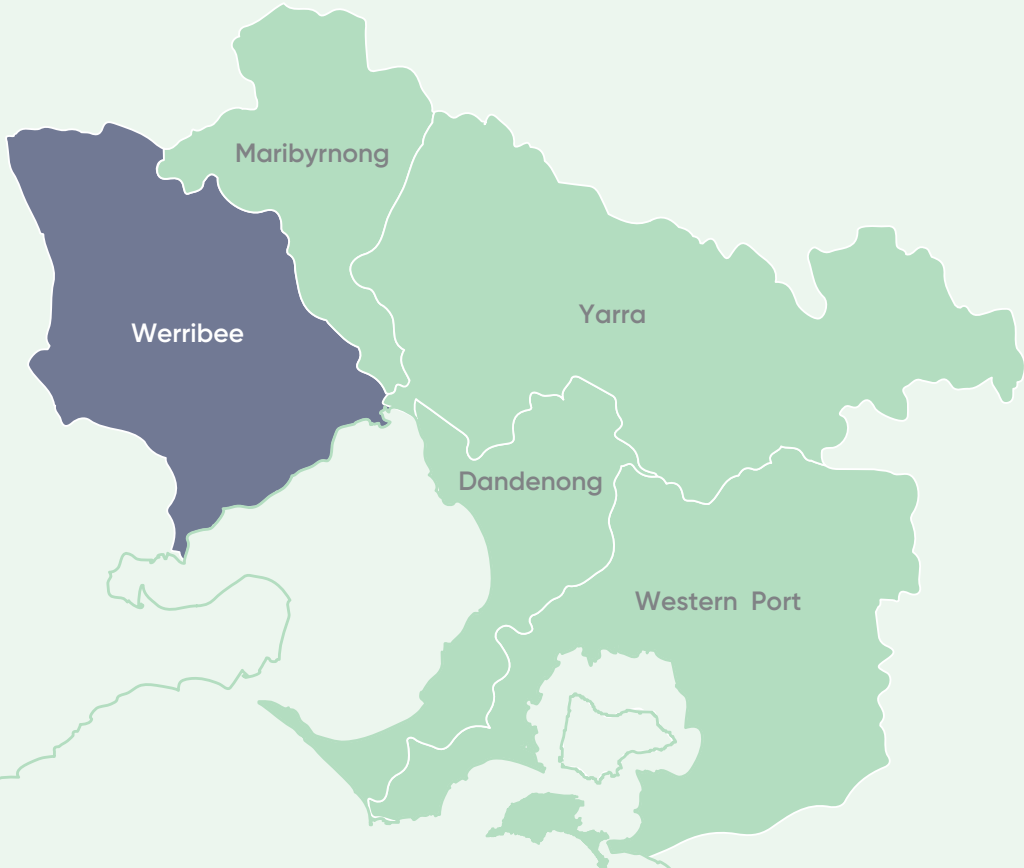
## Population

The Werribee IWM Forum Area has an estimated population of 575,000 people and is predicted to grow to 1.35 million by 2040. The region encompasses a major urban growth corridor and significant greenfield residential development in Melbourne's west will occur here over the next 20 to 30 years. Several towns in the region have already transitioned from a primarily rural to a primarily urban municipality, including Melton and Bacchus Marsh, while further densification and urban renewal is anticipated for Altona, Werribee and Sunshine West, which borders the Werribee and Maribyrnong catchments.

The municipality of Wyndham is one of the fastest growing urban areas in Australia with a population that is expected to reach 400,000 by 2050. Much of this growth will occur in Point Cook, among the five fastest growing Australian suburbs, as well as the suburbs of Tarneit and North Wyndham Vale. In the middle catchment, the City of Melton will experience a population growth rate of nearly 150 per cent over the next 20 years. Protecting the Werribee region's ecologically-diverse and fertile lands and waterways will be a priority to ensure long term community liveability and resiliency.

## Climate change

The Werribee catchment presents several opportunities to demonstrate regional growth planning and development that is resilient to climate-related impacts. By 2040, average temperatures across the Werribee catchment are expected to rise by an average of 1.3°C under a medium climate change scenario, according to the Victorian Government's *Guidelines for Assessing the Impact of Climate Change on Water Supplies in Victoria 2016*. This will increase the impact of the urban heat island effect across the region, with higher density urban areas experiencing greater heat vulnerability than more forested areas in the upper catchment.



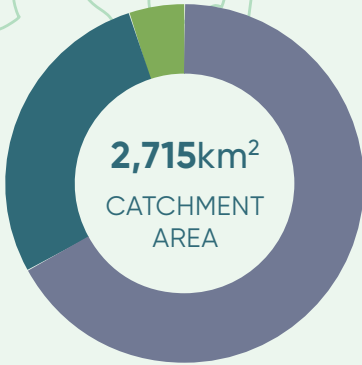
**POPULATION GROWTH**

**575,000** NOW (2018)  
**1,350,000** BY 2040

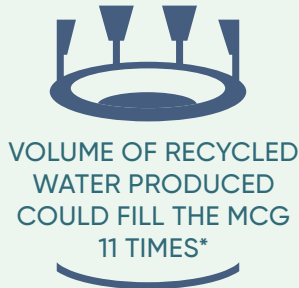


**THE REGION**

- URBAN AREAS **5%**
- FORESTED **28%**
- AGRICULTURE **67%**



OLYMPIC SIZED SWIMMING POOLS WORTH OF WATER NEEDED TO MEET RESIDENTIAL DEMAND\*



\*Anticipated change in water demand and production in greenfield growth areas from 2013-2050  
 Source: Department of Environment, Land, Water and Planning  
 Healthy Waterways Strategy 2013/14-2017/18, Melbourne Water  
 Victoria in future 2016

Extreme heat waves, wildfires and drought will pose significant challenges for this characteristically dry country. Projections for Victoria's future climate indicate an increase in the frequency and intensity of bushfires for the Werribee catchment and neighbouring regions in Australia's southeast. The increased risk of bushfire poses a serious threat to the catchment's communities, infrastructure and high-value native grasslands, forests and ecosystems.

Whilst the catchment is predicted to see a reduction in average annual rainfall over the next 20 years, the frequency and intensity of short duration rainfall events is expected to rise, increasing the risk of soil erosion and movement, riverine and flash flooding and high volumes of stormwater discharging pollutants to waterways. Increased flows from

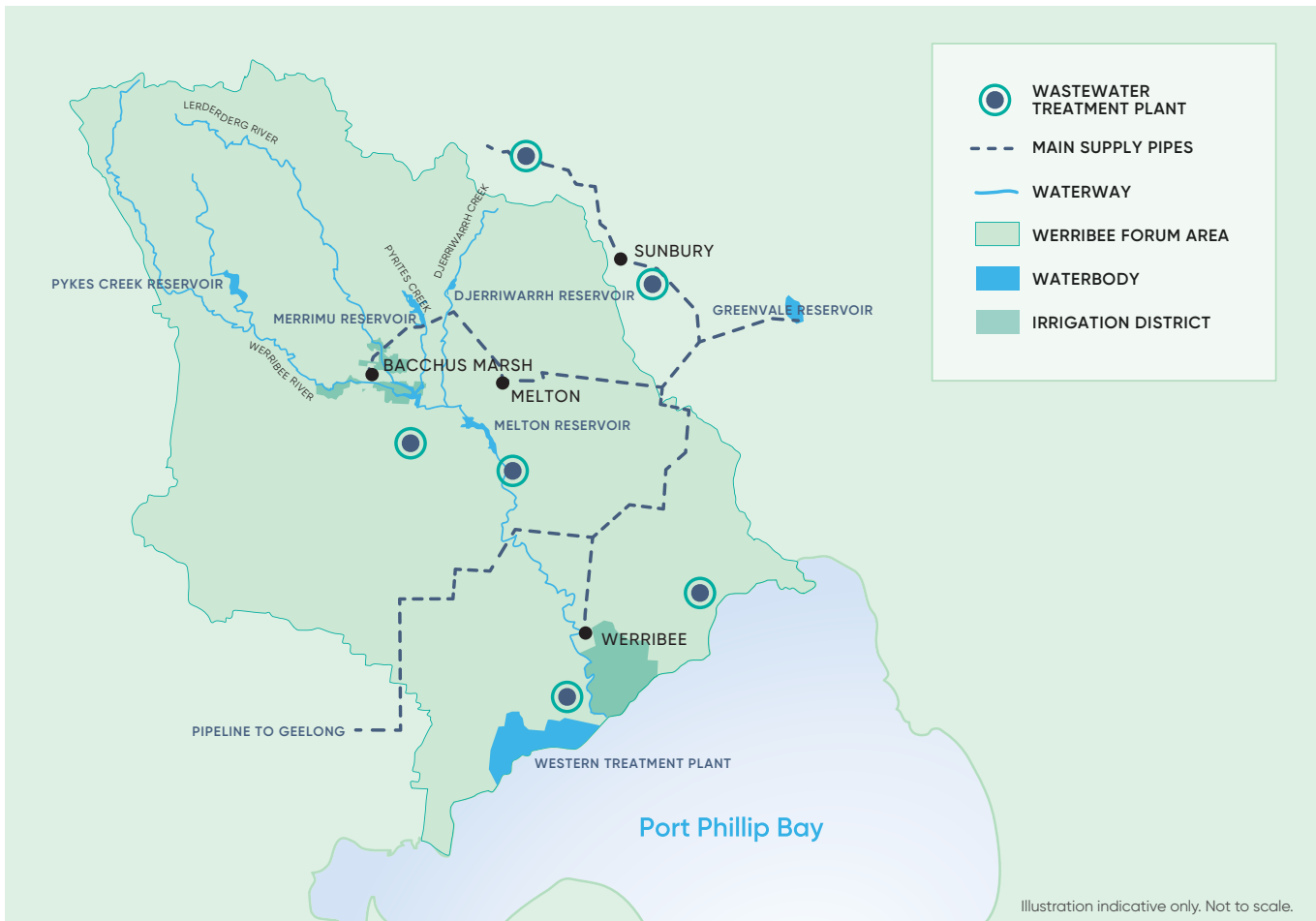
heavy rainfall events will affect water quality and the health of waterways from the upper reaches downstream to Port Phillip Bay. Coupled with fast-growing residential populations, greenfield development and industrial demands, climate change impacts will place increased pressure on water services in the catchment. The region's water security has declined over recent decades, negatively impacting productivity within the catchment's two irrigation districts that together support major producers of fruits and vegetables in Victoria. Opportunities to improve efficiency and tap alternative sources of water will help mitigate climate related pressures and better manage future risks.

Australia's changing climate will pose a serious threat to the wetlands and coastal environments of the Werribee catchment. Rising sea levels and

To meet the challenge of climate change and prepare Victoria's water system for a range of possible climate futures, **climate change mitigation and adaptation actions will be embedded in all IWM Forum decisions.**

increased storm surges will increase the costs and impacts of coastal flooding and shoreline erosion on communities and marine ecosystems. The Western Treatment Plant, an ecologically significant wetland listed under the Ramsar convention, is at risk under climate change conditions due to sea level rise. Protection and improved resilience of this and other environmental and economic assets is a priority for the Werribee catchment.

### Understanding the Werribee catchment as a system



# Vision and strategic outcomes

The Werribee catchment is resilient and thriving. Our growing communities are supported and the health of our diverse environment is enhanced.

## Collaboration to develop the shared vision and strategic outcome areas

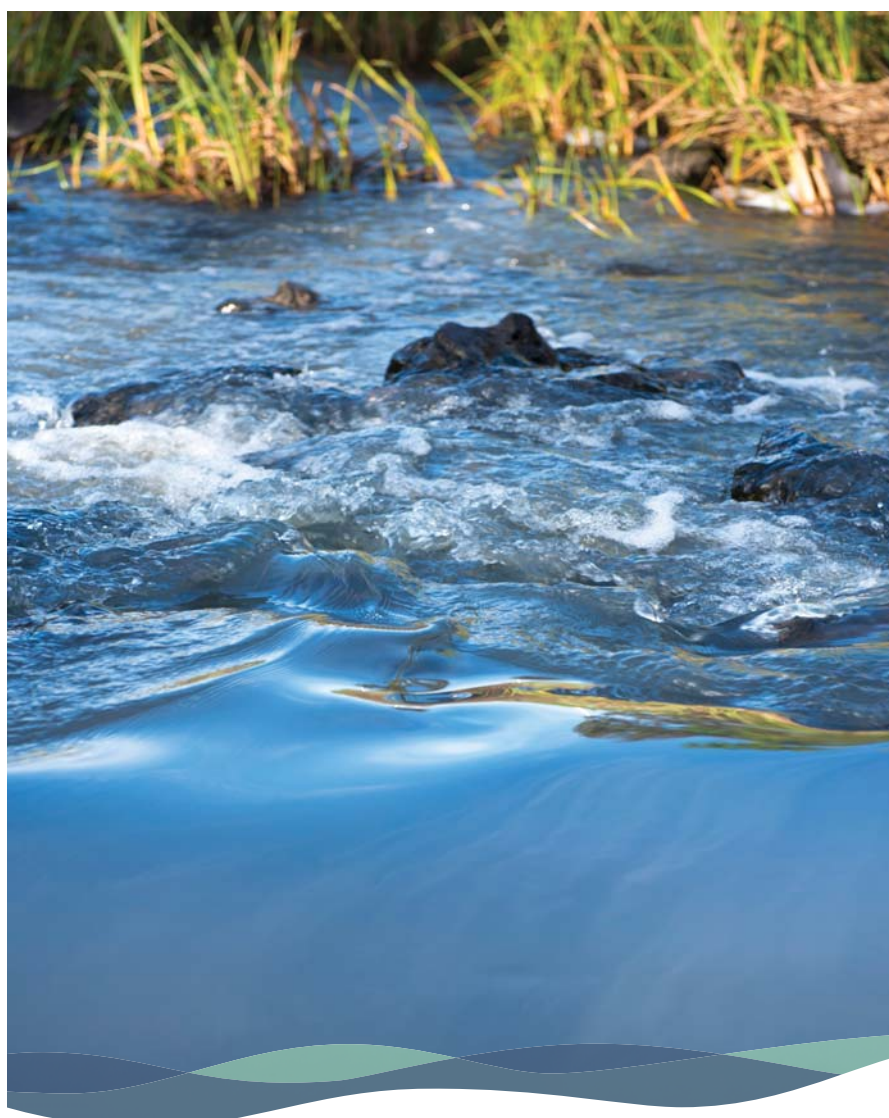
The IWM Forum demonstrates a robust and transparent process of collaboration amongst local governments and a range of stakeholders with an interest in water.

Central within this process are the community values, local interests and place-based opportunities represented by each Forum Member organisation.

The IWM Forum recognises the valuable contribution of these many and diverse actors in supporting a transformative approach to the planning and management of our wider water cycle. Each of these organisations played a leading role in determining a shared vision for IWM unique to each of the five metropolitan Melbourne catchments.

The seven primary strategic outcome areas to achieve this vision, as well as the secondary outcome areas nested beneath each primary area, were developed collaboratively by the IWM Forum partners.

These outcomes acknowledge the breadth of water plans, environmental strategies and land use plans developed by each partner organisation.



Kororoit Creek. Photographer: Christian Pearson.  
Courtesy Melbourne Water



# Strategic outcomes for IWM

## Outcomes



### Safe, secure and affordable supplies in an uncertain future

Strategically balanced catchment-based hierarchy of use

Development considers precinct scale water balances and servicing solutions

Fit for purpose water quality meets regulatory standards and community expectations

Demand management and water-wise communities

Water available to maintain valued passive and active green community assets

Climate-resilient fit for purpose alternative sources of water, such as stormwater and recycled water, for a diverse range of uses, including agricultural and industrial use, human consumption, ecological and cultural purposes, and recreational amenity



### Effective and affordable wastewater systems

Meets or exceeds public health and environmental standards

Maximise the use of recycled water for beneficial use

Waste-to-resource opportunities are maximised for beneficial outcomes

Best practice centralised and decentralised septic and sewerage systems and optimised onsite domestic systems to deliver whole-of-catchment benefits



### Opportunities are optimised to manage existing and future flood risks and impacts

Appropriate levels of flood management across the catchment considering climate change impacts

Community and property resilient to local flood risk across the catchment and coastal environment

Development in the Werribee catchment recognises and mitigates exacerbated flooding risks

Coordinated urban and flood management planning processes across stakeholders and organisations



### Healthy and valued waterways and marine environments

Management of the catchment is integrated and includes the whole water cycle

Impacts from urban, peri urban, irrigation and industrial activities are mitigated to protect our waterways and the bay

Ramsar wetlands are protected and sustained

The health of waterway reaches and tributaries are improved

Waterways across the catchment are improved and managed to maintain and protect coastal and marine ecosystems in Port Phillip Bay

Reduced nutrient and sediment discharges to both waterways and Port Phillip Bay

Traditional Owner and Aboriginal values, knowledge and practices are integrated and protected in waterway management and planning

The Werribee catchment is seeking to achieve seven strategic outcomes through IWM. Each of these will have a significant role in shaping the liveability, prosperity and resilience of Victoria's cities and towns. These outcome areas provide a guide to identify and prioritise the various IWM opportunities included in Chapter 3 of this SDS.



### Low-emission solutions

IWM opportunities that minimise the release of greenhouse gas (GHGs) emissions will be considered by the Forum as solutions are evaluated for implementation.



#### Valued landscapes for health and wellbeing

Active and passive recreation supported by water

Urban landscapes retain moisture for cooler, greener cities and towns

Waterways and coastal environments are accessible as valuable open space

Aboriginal cultural values associated with waterways are protected

Biodiversity supported through connected habitats within and along waterways and across landscapes



#### Strengthened community knowledge and local values reflected in place-based planning

Diverse landscapes that reflect local conditions, community values and willingness to contribute

Empowered, engaged and water literate community

Local water related risks and issues understood, managed and mitigated

Aboriginal values are understood and recognised early and included in project planning and delivery

Community values communicated to IWM partners are incorporated into the objectives and water cycle decision making for place based projects

Planning and development reflects the regional landscape

Communities value the unique regional landscape



#### Jobs, economic benefits and innovation

Jobs and economic growth supported by water

Innovative planning delivery and operation supported by feasible funding models

Strong governance, collaboration, performance and accountability

Alternative water is used beneficially to drive regional economic growth

Traditional Owner and Aboriginal consultation, engagement, participation, employment and economic development have been comprehensively implemented

Secure alternative water to enable long term investment

The regulatory environment supports fit for purpose water in industry

# The case for IWM in the Werribee catchment

Over the coming years, the pace of urban growth, development and climate change will transform the Werribee region, putting pressure on the catchment's water cycle and resources, natural environments, communities and industries. Adapting to change and translating liveability and water management objectives into practice will involve working across organisational boundaries to achieve the following strategic outcomes. These outcomes are aligned with those reflected in the strategic plans and environmental strategies of the Forum's partner organisations.

## Aquifer Storage and Recovery

(ASR) involves the capture and use of stormwater or recycled water to recharge an aquifer for future recovery and use. The aquifer provides not only the mechanism to store the stormwater or recycled water, but can also improve the quality.

ASR schemes provide an alternative to the construction of new surface reservoirs, which can be expensive and difficult where available land is scarce. Water stored underground through ASR does not experience loss by evaporation, prolonging the availability of water for use when and where it's needed most.



## Safe, secure and affordable supplies in an uncertain future

Six water corporations oversee water supply for the Werribee catchment. These include Melbourne Water, City West Water, Western Water and Southern Rural Water. Barwon Water and Central Highlands Water oversee water supply to a very limited extent within the catchment and as such, are not included as standing members of the Werribee IWM Forum.

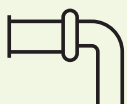
The catchment includes reservoirs at Pykes Creek, Merrimu and Melton, which hold water from both the Werribee and Lerderderg River systems. The Werribee and Bacchus Marsh Irrigation Districts, two major food production regions in the of the catchment, receive their irrigation supplies from a combination of these storages. Part of the Upper Stony Creek Reservoir is also located within the catchment on its western boundary with the Barwon catchment.

Groundwater is accessed across the catchment and is predominantly used for irrigation. Groundwater is water that is beneath the earth's surface in pores and crevices of rocks and soil. The layers of soil and rock that contain useable quantities of groundwater are called aquifers and these lie beneath all parts of Victoria. Groundwater is allocated for consumptive use under the *Water Act 1989*. Recent years of low rainfall over the Werribee catchment have resulted in low reservoir storage stocks and the use of aquifers to store and access treated recycled water for later

recovery and use. The West Werribee Aquifer Storage and Recovery (ASR) Trial by City West Water investigated the possibility of storing volumes of recycled water and stormwater to help balance water supply and demand with future growth in the west. ASR is the process of recharging water into an aquifer for the purpose of storage and subsequent withdrawal for other uses, including water supply, horticulture, industries and municipalities.

Water security is a concern in the north and west areas of the Werribee catchment due to anticipated population growth and greenfield development. Changes to the water cycle driven by growth and climate change will mean more water will be needed across the catchment for urban, agricultural and environmental flow purposes. The catchment's residential population is expected to double in next two decades, emphasising the need to diversify the water supply system and reduce dependency on reservoirs.

There is an opportunity to plan for the provision of secure water sources to provide reliable and fit for purpose supplies to the Werribee catchment's growing communities, industries and developing precincts.



### Effective and affordable wastewater systems

The majority of wastewater generated in the Werribee catchment is treated at Melbourne Water's Western Treatment Plant, located southwest of Werribee, 32 km from Melbourne's CBD. The plant processes half of Melbourne's sewage and produces almost 40 billion litres of recycled water to irrigate crops, parklands and sporting fields. Recycled water is wastewater that has been collected and treated so that it can be used again for a variety of non-drinking purposes.

The Western Treatment Plant also provides a wetland habitat for tens of thousands of migratory birds. The site is recognised as a wetland of international importance under the Ramsar convention.

The Werribee catchment also contains the smaller Altona Treatment Plant, operated by City West Water. The facility services over 20,000 industrial and residential properties in the catchment's southern coastal communities, including Altona, Altona Meadows and Point Cook. Much of the treated wastewater

is used in either manufacturing processes in Laverton or the irrigation of recreational spaces within the community.

The Melton and Bacchus Marsh Recycled Water Plants treat wastewater from their communities throughout the Werribee catchment. Owned and operated by Western Water, these plants supply recycled water to residential and agricultural users and generate significant liveability, food production and economic outcomes for the region. As the west continues to grow, much of the wastewater generated in emerging communities will be treated at these plants. Managing additional volumes of wastewater generated from this growth and maintaining the health of waterways into which wastewater is discharged will be a significant challenge for the Werribee catchment. There is an opportunity now for organisations to collaboratively determine the best use for added volumes of recycled water produced from the Werribee catchment's increased wastewater generation.

### Ensuring alternative sources are fit for purpose

The use of recycled water is an attractive water management strategy to meet growing needs for water over the long term, particularly in drought prone areas.

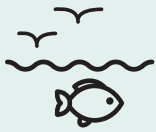
The use of recycled water and stormwater needs to be 'fit for its purpose' – that is, an appropriate quality for the intended use. Appropriate opportunities for substitution of river and groundwater with treated recycled water or stormwater include non-drinking uses in households and industry, and for agriculture, irrigating open spaces and gardens.



### Opportunities are optimised to manage existing and future flood risks and impacts

Most of the flooding in the Werribee catchment is a combination of riverine and stormwater flooding, though coastal flooding and flash flooding can also occur. Riverine flooding by the catchment's major rivers, including the Werribee and Lerderderg Rivers and Kororoit Creek, occurs during periods of heavy and prolonged rainfall where water levels rise and overflow the banks of the waterway.

Several low-lying areas in the region can also experience flash flooding, impacting communities, infrastructure and amenities. Moorabool Shire in the catchment's northwest is subject to riverine flooding and flash flooding in urbanised areas, such as Ballan and Bacchus Marsh. These areas are particularly susceptible to overflows from the Werribee River after prolonged periods of rain. Melton West and Brookfield can also be affected by flooding from Arnolds Creek or by heavy rainfall overwhelming local drainage systems. Towards the catchment's south, dense suburban development means that rain water is not easily absorbed into the ground, tending to inundate low-lying communities near the coast. The Werribee catchment's coastal suburbs, including Altona, Seaholme and Williamstown, lie on relatively flat terrain, with some parts lower than sea level. Over the past decade, damage from flash flooding, storm surges and tidal flows from Port Phillip Bay have impacted on public and private infrastructure, including The Esplanade foreshore area, which frequently floods due to storm surges.



## Healthy and valued waterways and marine environments

The Werribee catchment contains an array of significant and biologically diverse waterways ranging from expansive rivers, small ephemeral creeks and the western shoreline of Victoria's iconic Port Phillip Bay. The catchment encompasses a naturally arid landscape where many small waterways run dry during periods of low rainfall.

Major waterways in the Werribee catchment include the Lerderderg, Werribee and Little Rivers, as well as Toolern Creek, Kororoit Creek, Cherry Creek, Lollypop Creek, Laverton Creek and Skeleton Creek. Several of these creeks and rivers comprise their own sub-catchment through the broader Werribee Forum Area, and each flow directly to Port Phillip Bay. The Lerderderg River originates in the Wombat State Forest near Blackwood, meandering southeast before reaching its confluence with the Werribee River at the Melton Reservoir. One of only two Victorian Heritage Rivers found in the five metropolitan IWM Forum regions, the Lerderderg River has retained many of its natural features and supports a range of environmental, geological, cultural and recreational values for the Werribee catchment.

Several small creeks join to form the Werribee River in the Wombat State Forest, on the southern slopes of the Great Dividing Range. The river flows approximately 110 km, meeting the Lerderderg River and farmlands through Bacchus Marsh along the way, before it eventually joins Port Phillip Bay. The river supports important agricultural districts and provides water entitlements for rural communities and urban centres throughout the catchment. Native animals at home in or near the Werribee and Lerderderg systems include platypus,

diverse frog populations, a variety of fish species and a range of birds, lizards and butterflies. In parts of the mid and lower systems, native species are on the decline as streamside habitat corridors face the challenges of urbanisation, agricultural and industrial activity and climate change impacts. Vegetation and habitat linking works throughout the mid and lower catchment aim to improve these populations, control pollution and invasive species and stabilise waterway and environmental health over the long term.

Water quality is considered fair for nearly half of the region's waterways, indicating some evidence of stress is apparent. Rivers and creeks in the forested upper reaches of the catchment, including the upper Werribee and Lerderderg Rivers, are in better condition than those near urban and industrial areas. For rural areas and the lower catchment, 42 per cent of waterways are in poor condition or flow stressed, however there is an overall trend of improvement in water quality since the 2000s. Stormwater is among the major sources of pollution to waterways within the catchment. According to the *State of the Bays 2016*, 95 per cent of litter on Port Phillip Bay's beaches, including those along the catchment's western bay shoreline, was transported from suburban streets through the stormwater system.

Wetlands play a key role in the treatment of stormwater within the lower catchment. Most of the major rivers and creeks flowing through the region drain to wetland areas, including the Truganina Swamp, Cheetham Wetlands and the Spit Wildlife Reserve, before meeting Port Phillip Bay.

There is a need to investigate improved stormwater storage capabilities across the catchment, particularly in areas where stormwater harvesting and management could reduce the risk and cost of major rainfall events and minimise impacts, such as pollution, to the bay's marine environments.

The existing environmental entitlements for the Werribee River do not fully address the flow-stressed nature of this important river system. Improving both the volume and pattern of water flow across the upper and lower reaches is a complex challenge. This challenge includes considering water security for agricultural initiatives which do not compromise river health, as well as understanding and improving environmental flow deficits. There is a need to investigate more widespread use of alternative water to supplement environmental flows in the Werribee catchment.

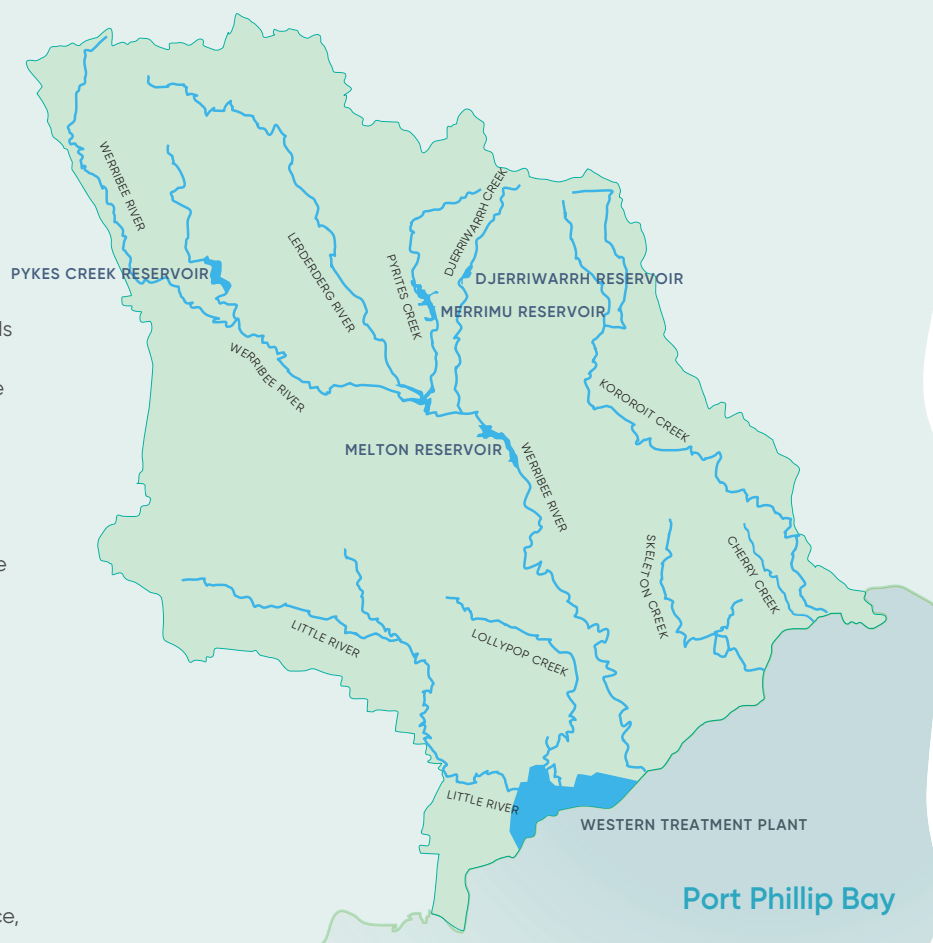
Further, there is an opportunity to collaboratively manage the region's increased development activity, agricultural demands, increased stormwater volumes and nutrient discharge to rivers and creeks, to ensure the health of the catchment's waterways and Port Phillip Bay can be improved for future generations.

On the eastern boundary of the Werribee catchment, wetlands, sandy beaches and rocky shores span the coast from Williamstown, 9 km southwest of Melbourne, to Point Wilson on the northern shores of Corio Bay. Many of the major waterways within this part of the catchment flow through coastal wetlands before draining to Port Phillip Bay.

A designated Ramsar site along the bay's western shoreline links wetlands near Altona and Werribee, through the Western Treatment Plant to Lake Connewarre, south of Geelong. The Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site spans more than 22,000 hectares and encompasses the Point Cook Marine Sanctuary, the largest marine sanctuary in Victoria, and the Spit Wildlife Reserve. The sanctuary's richly diverse marine ecosystem hosts numerous species of fish, invertebrates, molluscs, planktonic and pelagic species, as well as 44 threatened bird species and 30 internationally important migratory bird species. In addition to their important ecological function, the wetlands and nearby coastline are a significant recreational resource, providing an important open space that is highly valued by local communities.

Beyond the Ramsar boundary at Williamstown, the Jawbone Marine Sanctuary provides an important feeding and roosting habitat for 36 threatened bird species and 24 internationally important migratory bird species. Basalt reefs, shallow inshore waters, mudflats and seagrass beds encourage a variety of planktonic, pelagic and fish species to visit and breed in these shallow waters in the upper northwest corner of Port Phillip Bay.

The bay continues to offer high water quality and an abundance of marine flora and fauna, despite the four million people residing near its 333 km coastline. Along the coast, water quality tends to be lower than in the protected marine sanctuaries within the bay, and this is largely related to urban, industrial and agricultural influences on stormwater runoff to the bay.



The Werribee catchment contributes most of the total amount of nitrogen entering Port Phillip Bay. This nutrient is considered among the greatest threats to the health of the bay and the marine species it supports, leading to higher instances of algal growth and phytoplankton blooms affecting water quality and the function of marine ecosystems. The Western Treatment Plant contributes 54 per cent of total nitrogen to the bay, whilst the remaining areas of the Werribee catchment contribute approximately 6 per cent of total nitrogen to the bay from runoff.

There is an opportunity to incorporate improved planning and waterway protection controls, as well as strategies to manage nutrients, sediment and pollution, as the Werribee catchment continues to urbanise.

IWM outcomes to achieve healthy and valued waterways and marine environments in the Werribee catchment complement Melbourne Water's draft *Healthy Waterways Strategy 2018*. The strategy focuses on protecting and improving waterways in the Port Phillip and Westernport region on behalf of the community. It identifies a range of priority areas and management actions for waterways, and many of these align with the strategic outcome areas and IWM opportunities identified by the Werribee IWM Forum Members and further detailed in Chapter 3.



## Landscapes for health and wellbeing

Many of Victoria's most iconic landscapes are found throughout the Werribee catchment. From expansive forests and vast dry plains scattered with volcanic stony rises, to marshy wetlands and sandy beaches on the western shores of Port Phillip Bay, the catchment characterises a variety of culturally and historically significant settings.

The Werribee catchment covers an area of approximately 2,715 km<sup>2</sup> and 67 per cent of this land is devoted to agriculture. Only five per cent of the catchment is zoned as urban, though recent years of development in cities and towns on Melbourne's fringe have dramatically changed the landscape of the area. The west is now one of the fastest growing regions in Australia, presenting new challenges for the conservation of natural environments for ecological and community benefit. There is an opportunity to improve connections through residential areas, linking green corridors and parklands for improved community health and wellbeing. Cycling and walking tracks along the Werribee River Trail and the Federation Trail are examples of two well-used and well-loved recreational assets connecting communities in the west.

Only about one quarter of the Werribee catchment reflects its natural vegetation before settlement and most of this is confined to the upper Werribee catchment where fern gullies and dry open forests shelter hundreds of native and threatened species. Grey kangaroos, wombats, wallabies, echidnas and koalas are at home in the bushland of the Wombat State Forest, located 50 km west of Melbourne. The forest provides an important breeding habitat for many migratory birds. More than 350 species of native plants, including boldly coloured fungi and 25 rare and threatened plant species, can be found in the forest. The 300-m deep Lerderderg River gorge is a dominant feature of the Lerderderg State Park, a haven for bushwalkers on the southeast corner of the Wombat State Forest. Both the Lerderderg and Werribee gorges are recognised as landscapes of international and state geomorphological significance. Coupled with the Brisbane Ranges National Park, Victoria's richest wildflower environment, these near-natural forested regions contribute enormous environmental value to the west and provide excellent recreation opportunities for locals and visitors alike.

The Western Grasslands Reserve, a 15,000 hectare vegetation community, aims to restore some of the last remaining native grasslands that once covered much of the Werribee catchment. The reserve links the You Yangs to the Werribee River across the Victorian Western Plains, a vast and largely flat plain studded with stony volcanic rises. The area supports several threatened plant and animal species of national significance, such as the Growling Grass Frog, the Golden Sun Moth and the Southern Brown Bandicoot. Councils, communities and water industry partners are working to further restore native vegetation through the west through sustainable land use management practices that balance the dry, rocky landscapes typical of the region with the necessity to provide urban cooling.

Increasing temperatures will place greater emphasis on the necessity of green infrastructure to cool western landscapes and improve community liveability in this historically arid and rocky region. In contrast to naturally lush and forested neighbouring regions, suburbs in the Werribee catchment have tree canopy coverage of only five to 10 per cent, compared to between 10 and 30 per cent in other areas of metropolitan Melbourne. Water is required to increase and sustain canopy cover over the landscape with vegetation that may not naturally thrive in these dry conditions.



## Strengthened community knowledge and local values reflected in place-based planning

The Werribee catchment area holds a wide range of values for Victorians, including nature-based tourism, cultural heritage and recreation on and near rivers and Port Phillip Bay.

The catchment encompasses the Traditional lands of the Wurundjeri, Wadawurrung and Bunurong people of the Kulin Nation. More than 3,500 Aboriginal cultural sites have been recorded across the catchment, including scarred trees, fish traps, camp sites, burials and ceremonial sites. A majority of these are found close to waterholes, wetlands and rivers, including the Werribee River, which remains a place of significant cultural value. The Werribee catchment derives its name from both the Wadawurrung and Boonwurrung words meaning backbone or spine, and is believed to refer to the tall trees that lined the banks of the Werribee River in contrast with the flat, grassy plains of its surrounding area.

Maintaining community liveability and enhancing cultural, social, ecological and recreational values of regional waterways, parks and forests remain areas of focus as growth planning continues in the west. The region already encompasses some of the largest and fastest growing suburban populations in Australia, with new communities emerging in Point Cook, Tarneit, Bacchus Marsh and North Wyndham Vale. Rural townships will continue to urbanise, transforming the region with a network of satellite cities on Melbourne's fringe. In the municipality of Melton, the amount of urbanised area will triple by 2040, while in already developed suburbs such as Werribee, Altona and

Sunshine West, new employment precincts will attract more residents and further growth.

Water demand will continue to grow with the expansive newly planned suburbs emerging in the west. There is an opportunity to integrate water planning and management with urban design and development to ensure innovative water infrastructure can service growing communities and deliver secure water supplies to homes, businesses and facilities. Examples include water-sensitive urban design in new residential estates, recycled water and stormwater harvesting to irrigate parklands and sporting fields and other public and private spaces, the provision of community amenities with water features and the maintenance of open space and green wedges to support recreation and cooling in this naturally dry landscape.

The catchment's local governments, communities and water industry partners are working together to improve connections between people and the landscape during this period of change. Collaborative initiatives to strengthen community knowledge of land and waterway values are abundant and there are numerous community-led or co-designed projects in the region working to protect natural assets, restore vegetation and improve community health and wellbeing. Notable examples include the Grow West project, which aims to enhance native vegetation, create biolinks and protect natural landscapes in the upper Werribee catchment. Groups including Environmental Justice Australia, Friends of Steele

Creek, Friends of Maribyrnong Valley and the Werribee River Association are also working to improve planning and environmental protection in the Werribee catchment. The Rivers of the West campaign aims to achieve legal reform in the planning and management of the west's waterways.

Other cross-government and water sector initiatives that seek to elevate community priorities include the Greening the West and Greening the Pipeline initiatives. Greening the West brings together 23 organisations to improve urban greening, cooling and amenity by planting over one million trees across western metropolitan Melbourne. In the catchment's southwest, the Greening the Pipeline project at Williams Landing has transformed an underutilised stretch of the heritage listed Main Outfall Sewer pipeline reserve into water-sensitive parklands to better connect the new communities of the west.

The Western and Inner Metropolitan Partnerships brings together community and business representatives with state and local governments to identify priorities for jobs, services and infrastructure within the region. Among a range of priorities, the Partnerships provide advice to ensure ongoing environmental benefits and connections to the environment within each region.





## Jobs, economic benefits and innovation

The Werribee catchment covers a major growth corridor in Melbourne's west, one of the fastest growing regions in Australia. It includes several areas designated for population and economic growth, significant transport and freight infrastructure and fertile agricultural lands comprising a major Australian food bowl.

The Werribee Irrigation District and the Bacchus Marsh Irrigation District support two of Australia's most productive food growing regions and provide Victorians with fresh leafy vegetables, such as lettuce, broccoli and cauliflower, stone and pome fruit, market garden plants and turf. Water for agricultural irrigation is derived from several reservoirs in the catchment and is further supplemented by recycled water from the Western Treatment Plant. Piping infrastructure modernisation projects are underway to return water back to the environment and make these regions more efficient, reliable and resilient to the drier climate facing the Werribee catchment.

Beyond the irrigation districts, agricultural land in the catchment is used for livestock grazing and crop production. Ensuring the provision of secure water supplies, including recycled water for sustainable agriculture and irrigated cropping, will be vital to the catchment's ongoing productivity.

Planning is underway for the Western Irrigation Network (WIN), an alternative water scheme led by Western Water for the catchment's agricultural region. The WIN will support future recycled water customer supply to enable high value agriculture, regional economic growth and liveability in the west.

The Werribee catchment's strong industrial and manufacturing roots have contributed to the growth of Victoria's largest State Significant Industrial Precinct (SSIP). Spanning the Altona, Laverton and Derrimut region, the West SSIP provides strategically located land for major industrial developments linked to key freight and transport gateways, including Melbourne's second international airport, Avalon Airport, the West Gate Freeway, Princes Freeway and the Western Ring Road. Wholesale trade accounts for around one quarter of all industries in the West SSIP, followed by manufacturing (20 per cent) and transport and warehousing (16 per cent). Several petrochemical and petroleum refining industries are also located in the Werribee catchment, as well as extractive resource industries, including Victoria's largest producer of hard rock for building and road construction. Managing the impact of these industries on waterway health is a central concern for the Werribee catchment.

The Werribee National Employment and Innovation Cluster (NEIC) is a major employment hub for the catchment, providing around 8,400 jobs across health, education and research industries. The Werribee NEIC has the capacity to host up to 50,000 more jobs as the region matures, presenting new opportunities for economic development and regional self-sustainability. Secure water supplies and adequate water management infrastructure for water, wastewater and stormwater to support the catchment's key industries will be critical to its continued economic growth and success.



## Chapter 3

# IWM opportunities

A portfolio of priority IWM projects and strategies that the Werribee catchment's collaborative partners have committed their best endeavours to progress.

# Priority Portfolio

The following portfolio of priority projects and strategies represents a suite of IWM opportunities for which the Werribee IWM Forum's collaborative partners are committed to progress within the next 12 to 18 months.

The status of each IWM opportunity included in the Priority Portfolio reflects the phase of work to be undertaken in this time period.

Additional opportunities that require further assessment are included in the Appendix of this SDS.

In developing this portfolio, the collaborative governance of the Forum recognises the water cycle complexities of the region and considers the balance of outcomes, opportunities, roles and responsibilities for Forum Members and their communities.

A Forum Area (or catchment-wide) IWM Strategy is yet to be developed, however the Werribee IWM Forum has agreed to initiate development of a strategy over the next 12-18 months.

The IWM opportunities listed within the Priority Portfolio have not been guided by an existing IWM Strategy, rather they were developed based on the experience and knowledge of the Forum Members, and in consideration of their potential to impact on the seven strategic outcomes for IWM sought for the Werribee region.

In addition, consideration was given to the urgency of taking such actions, particularly where opportunities could be lost if no action was taken, as well as the level of commitment demonstrated by partner organisations to progress IWM opportunities over the next 12-18 months.

The projects and strategies within acknowledge a number of existing metropolitan-wide strategies and plans, such as the *Melbourne Water Systems Strategy* and the draft *Healthy Waterways Strategy 2018*, as well as the clear and measurable targets identified in the existing strategies. Targets may include alternative water use and stormwater harvesting and infiltration. Further, climate change mitigation goals, including low emission IWM solutions and those that support urban cooling and greening, will be considered by the Forum during the evaluation of projects and strategies.

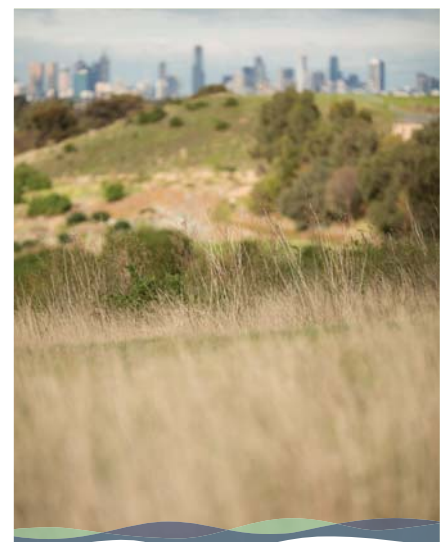
The IWM Forum recognises that the contribution of this Priority Portfolio to the seven strategic outcomes, including the targets identified in the existing metropolitan-wide strategies, has not yet been quantified. It is the intention of the Forum to consider a targeted evaluation of these IWM opportunities where the Forum agrees this is necessary. This work may occur in tandem with the development of a catchment-wide strategy.

The Forum acknowledges that this is a dynamic list of IWM opportunities and is subject to further assessment by the IWM Forum Members. The organisations listed as collaborative

partners in the IWM Priority Portfolio have been identified by the Forum Members as important stakeholders to progress the IWM opportunities. For opportunities in initial stages of development, additional stakeholders may be included as the project or strategy progresses.

By co-delivering a range of water planning and management initiatives, the Werribee IWM Forum seeks to build on the strengths of the community, the water sector and governments to achieve better value and long term shared benefits for the region.

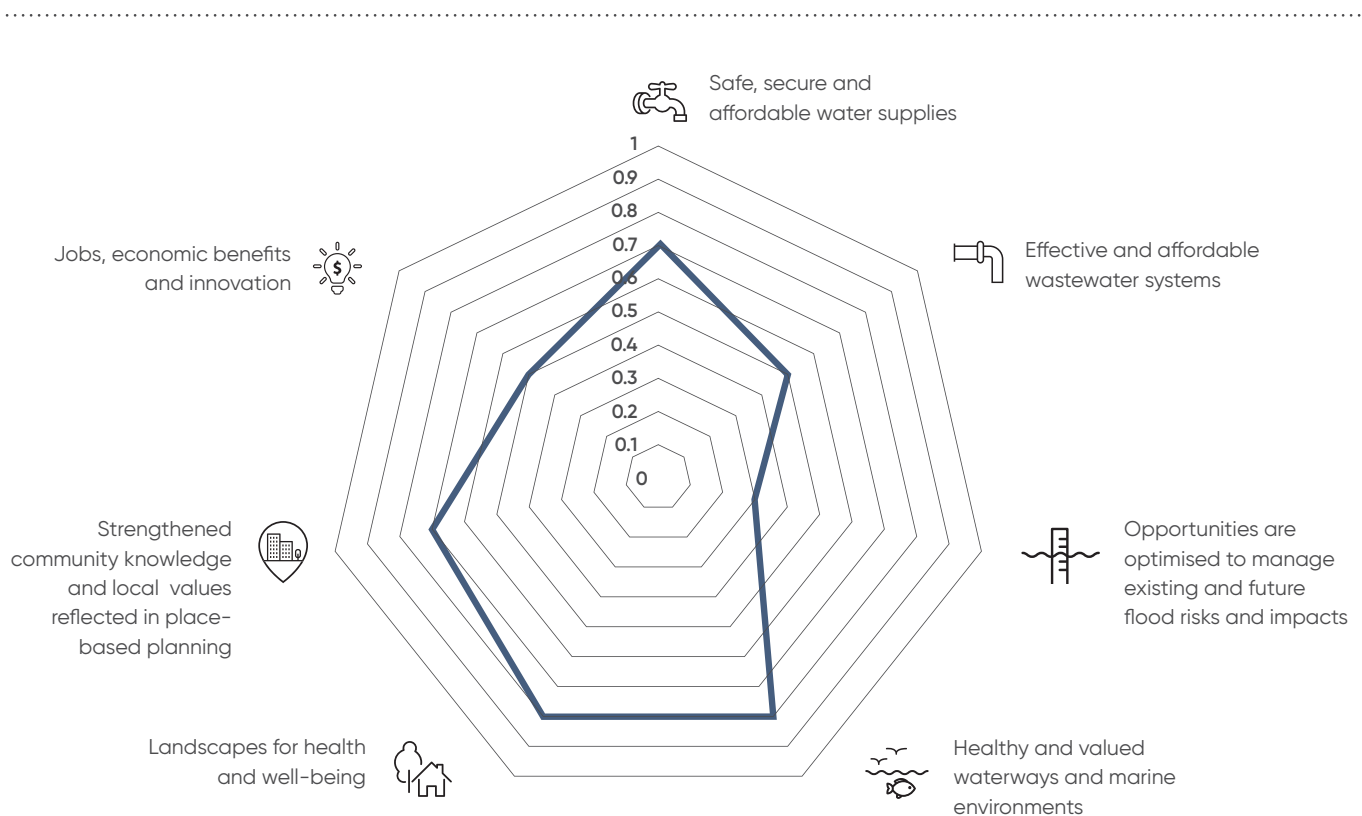
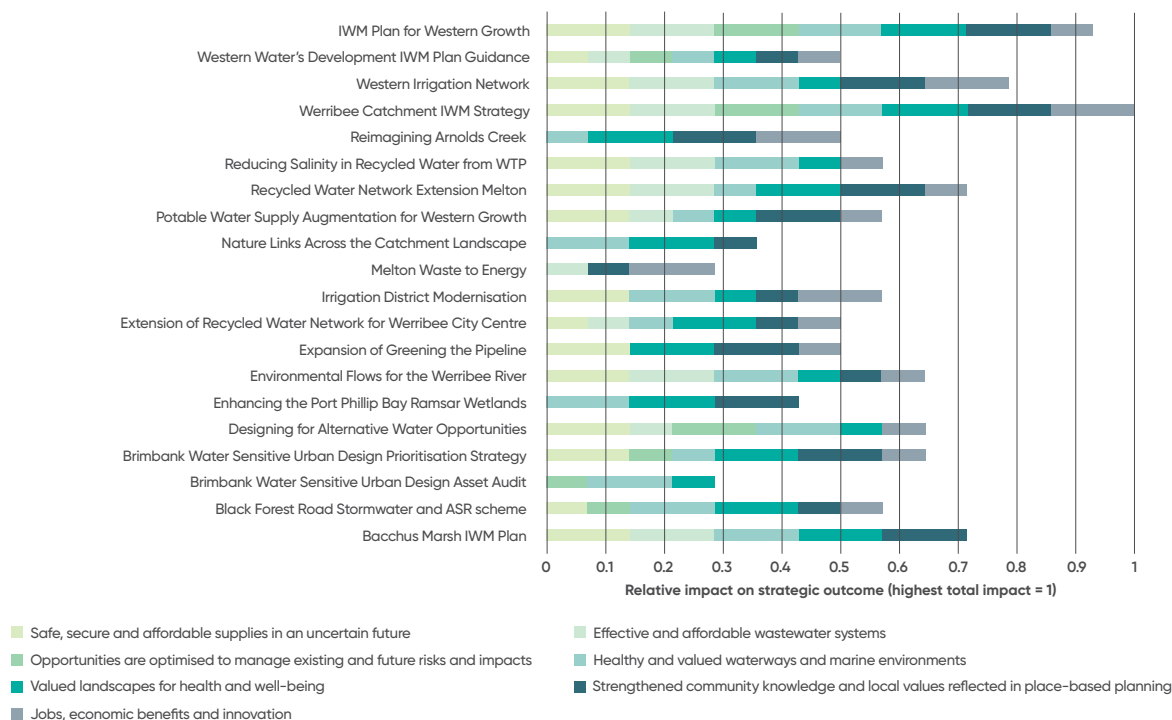
The Werribee IWM Forum presents an unparalleled opportunity for these organisations to build lasting partnerships across sectors and geographical boundaries to enhance, accelerate and generate greater visibility for water cycle initiatives that will improve Victoria's resilience and liveability.



Grasslands.

Photographer: Chris Kapa

# Impact of IWM opportunities on the Forum's strategic outcomes

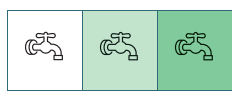


# IWM opportunities: An overview of projects and strategies

IWM opportunity	Strategic outcomes							Location	Spatial scale
Bacchus Marsh IWM Plan								Bacchus Marsh	Growth area
Black Forest Road Stormwater and ASR Scheme								City of Wyndham	Greenfield subdivision
Brimbank Water Sensitive Urban Design Asset Audit								City of Brimbank	Sub-catchment
Brimbank Water Sensitive Urban Design Prioritisation Strategy								City of Brimbank	Sub-catchment
Designing for Alternative Water Opportunities								City of Melton	Sub-catchment
Enhancing the Port Phillip Bay Ramsar Wetlands								Port Phillip Bay Ramsar site	Forum area
Environmental Flows for the Werribee River								Werribee catchment	Forum area
Expansion of Greening the Pipeline								Along the Main Outfall Sewer	Sub-catchment
Extension of Recycled Water Network for Werribee City Centre								Werribee	Growth area
Irrigation District Modernisation								Werribee	Forum area
IWM Plan for Western Growth								Western Growth Area	Sub-catchment
Melton Waste to Energy								Melton Recycled Water Plant	Sub-catchment
Nature Links Across the Catchment Landscape								Werribee Forum Area	Forum area
Potable Water Supply Augmentation for Western Growth								Western Water Service Region	Inter-forum
Recycled Water Network Extension Melton								City of Melton	Sub-catchment

The status of each IWM opportunity included in the Priority Portfolio reflects the phase of work to be undertaken in this time period.

## Shade scale



Low High

Level of shading refers to the degree of impact the IWM opportunity has on each strategic outcome area. Dark shading represents highest impact.

Collaborative partners	Status
Western Water, Moorabool Shire Council, Melbourne Water, Wadawurrung, Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation (L&CCHCAC), Victorian Planning Authority (VPA)	
City West Water, Wyndham City Council, Melbourne Water, Wadawurrung, VPA	
Brimbank City Council, Melbourne Water, Bunurong Land Council Aboriginal Corporation (LCAC), Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation (L&CCHCAC)	
Brimbank City Council, Melbourne Water, Wurundjeri L&CCHCAC, Bunurong LCAC	
Melton City Council, VPA, MW, WW, CWW, Councils, developers, Bunurong LCAC, Wurundjeri L&CCHCAC*	
Port Phillip and Westernport Catchment Management Authority (PPWCMA), Parks Victoria, Melbourne Water, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*, Hobsons Bay City Council, Friends of Hooded Plover, Conservation Volunteers Australia, Birdlife Australia	
Western Water, Melbourne Water, Southern Rural Water, PPWCMA, Wadawurrung, Wurundjeri L&CCHCAC, Bunurong LCAC	
Melbourne Water, Wyndham City Council, City West Water, Bunurong LCAC, Wurundjeri L&CCHCAC*, Greening the West, Vic Roads	
City West Water, Wyndham City Council, Melbourne Water, Bunurong LCAC, Wurundjeri L&CCHCAC*	
Southern Rural Water, Melbourne Water, Western Water, Victorian Environmental Water Holder, Bunurong LCAC, Wurundjeri L&CCHCAC*	
Melbourne Water, Melton City Council, Wyndham City Council, City West Water, Western Water, Bunurong LCAC, Wadawurrung, Wurundjeri L&CCHCAC, VPA, DELWP	
Western Water, Sustainability Victoria, Department of Treasury and Finance, Environment Protection Authority, Dept. Health and Human Services, Melton City Council, Bunurong LCAC, Wurundjeri L&CCHCAC*, water utilities, waste groups and associations, local hospitals	
PPWCMA, Melbourne Water, Southern Rural Water, Parks Victoria, Moorabool Shire Council, Lead West, City of Greater Geelong, Wyndham City Council, Bunurong LCAC, Wurundjeri L&CCHCAC, local Landcare groups	
Western Water, Melbourne Water, Southern Rural Water, Bunurong LCAC, Wadawurrung, Wurundjeri L&CCHCAC	
Western Water, Melbourne Water, Southern Rural Water, Bunurong LCAC, Wadawurrung, Wurundjeri L&CCHCAC	

\*The Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation will remain informed of progress related to this IWM opportunity.

**Project opportunity status**



**Strategy opportunity status**

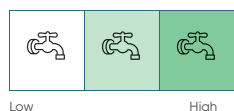


# IWM opportunities: An overview of projects and strategies

IWM opportunity	Strategic outcomes							Location	Spatial scale
<b>Reducing Salinity in Recycled Water from the Western Treatment Plant</b>								Werribee	Inter-forum
<b>Reimagining Arnolds Creek</b>								City of Melton	Sub-catchment
<b>Werribee Catchment IWM Strategy</b>								Werribee Forum Area	Forum area
<b>Western Irrigation Network</b>								Gisborne, Sunbury, Melton, Bacchus Marsh	Inter-forum
<b>Western Water's Development IWM Plan Guidance</b>								Western Water Service Region	Greenfield subdivision

The status of each IWM opportunity included in the Priority Portfolio reflects the phase of work to be undertaken in this time period.

## Shade scale



Level of shading refers to the degree of impact the IWM opportunity has on each strategic outcome area. Dark shading represents highest impact.

Collaborative partners	Status
Melbourne Water, Southern Rural Water, Western Water, Wadawurrung	
Melbourne Water, Melton City Council, Western Water	
Werribee Forum partner organisations	
Western Water, Moorabool Shire Council, Melton City Council, Hume City Council, City West Water, Southern Rural Water (advisory), Melbourne Water, Bunurong LCAC, Wurundjeri L&CCHCAC	
Western Water, Moorabool Shire Council, Melton City Council, Hume City Council, Macedon Ranges Shire Council, Melbourne Water, VPA, Bunurong LCAC, Wurundjeri L&CCHCAC	

\*The Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation will remain informed of progress related to this IWM opportunity.

**Project opportunity status**



**Strategy opportunity status**





# Priority Portfolio of IWM opportunities

The impact of climate change and population growth in the Werribee catchment are primary considerations for the Werribee IWM Forum. The opportunities contained in this IWM Priority Portfolio aim to manage the challenges presented by rapid growth, as well as adapt to climate change and avoid further exacerbating its drivers. Together, these actions will improve the region’s resilience, ensure the long term health of its environment, and enrich the liveability of its communities.

All IWM opportunities included in the Priority Portfolio demonstrate value for the Werribee catchment. Most projects and strategies will be enhanced or accelerated by collaboration and visibility through the IWM Forum process. Many demonstrate the potential to generate, enhance, or benefit from, new cross-organisational learnings and capacity-building opportunities.








Some IWM opportunities in the Priority Portfolio offer unique additional values. These include benefits derived from additional resources and support gained through the IWM Forum process, as well as the ability to be a mechanism for IWM advocacy and policy innovation.

Some IWM opportunities demonstrate potential to contribute substantial benefits to the Werribee region, or specifically to its iconic natural assets, such as Werribee River and its tributaries, and Port Phillip Bay.

## ACTION 1

### Bacchus Marsh IWM Plan








The population of Bacchus Marsh is projected to double from 20,000 to 40,000 residents by 2041. An integrated approach to water planning and management in this growing region, including the Merrimu and Parwan Station areas, will benefit from secure supplies and water sensitive community amenities, such as open space reserves. The Bacchus Marsh IWM Plan will explore integrated water options to address the challenges of climate change and rapid growth in the west. The use of alternative local sources of water, such as stormwater and recycled water, will be a key focus of the plan. The plan will also explore opportunities to protect local ecological values within waterways from the impacts of excess urban stormwater generated in new developed suburbs.

						
<b>Status</b>	<div style="width: 20%; background-color: #4a7c59; height: 10px;"></div>					
<b>Location</b>	Bacchus Marsh					
<b>Collaborative Partners</b>	Western Water, Moorabool Shire Council, Melbourne Water, Wadawurrung					
<b>Spacial Scale</b>	Growth area					

## ACTION 2

### Black Forest Road Stormwater and ASR Scheme









This project involves harvesting approximately 3 GL of treated stormwater from a proposed manmade lake in the City of Wyndham and supplying this water to the Western Growth Corridor recycled water network through the existing recycled water system. The lake is proposed to be a major amenity asset for new developed suburbs in the west. The area also shows high potential for Aquifer Storage and Recovery (ASR) to better manage harvest yield with availability from rainfall events.

						
<b>Status</b>	<div style="width: 10%; background-color: #4a7c59; height: 10px;"></div>					
<b>Location</b>	City of Wyndham					
<b>Collaborative Partners</b>	City West Water, Wyndham City Council, Melbourne Water					
<b>Spacial Scale</b>	Greenfield subdivision					

## ACTION 3

### Brimbank Water Sensitive Urban Design Asset Audit









Brimbank City Council will conduct an audit of WSUD assets, including wetlands, to ensure they are performing as per design intent. This includes both physical and structural asset elements. Maintenance schedules informed by audit results will be developed and may assist other Councils in ensuring their assets are performing at their optimum.

						
<b>Status</b>						
<b>Location</b>	City of Brimbank					
<b>Collaborative Partners</b>	Brimbank City Council, Melbourne Water, Bunurong LCAC					
<b>Spacial Scale</b>	Sub-catchment					

## ACTION 4

### Brimbank Water Sensitive Urban Design Prioritisation Strategy









Brimbank, Hobsons Bay and Hume City Councils undertook a pilot study to develop a methodology and develop a multi-criteria framework to prioritise locations for stormwater interventions. Brimbank has subsequently undertaken designs for three stormwater harvesting installations and has expanded the assessment to include the Sunshine National Employment and Innovation Cluster, an area of jobs growth and strategic infrastructure investment on the border of the Werribee and Maribyrnong catchments. Brimbank proposes to build on this work to undertake assessment of all sub-catchments within the municipality to develop a prioritised list of projects for construction, subject to a budget being available. There is potential for this work to be expanded across the Werribee catchment.

						
<b>Status</b>						
<b>Location</b>	City of Brimbank					
<b>Collaborative Partners</b>	Brimbank City Council, Melbourne Water, Bunurong LCAC					
<b>Spacial Scale</b>	Sub-catchment					

## ACTION 5

### Designing for Alternative Water Opportunities








The City of Melton will explore collaboration opportunities with planning authorities, developers and neighbouring Councils to ensure urban planning and design considers alternative water sources at the earliest stages prior to development. This project will identify opportunities to reduce potable water usage, improve resilience to extreme flooding or drought events, and support high-quality open space using alternative supplies, such as stormwater, in several new greenfield developments occurring within the municipality over the next two decades. The potential outcomes of designing for alternative water opportunities could be replicated in other urban and regional growth areas where climate change and stormwater management will be a challenge.

						
<b>Status</b>						
<b>Location</b>	City of Melton					
<b>Collaborative Partners</b>	Melton City Council, Victorian Planning Authority (VPA), Melbourne Water, Western Water, Councils, Bunurong LCAC, developers					
<b>Spacial Scale</b>	Sub-catchment					

## ACTION 6

### Enhancing the Port Phillip Bay Ramsar Wetlands








Port Phillip Bay (Western Shoreline) is recognised globally as a 'Wetland of International Importance' under the Ramsar Convention. The site regularly sustains more than 20,000 waterbirds and supports vulnerable, endangered or critically endangered species or threatened ecological communities of plants and animals at critical stages in their lifecycle. This important ecological area currently faces increased pressures and stressors, such as invasive species, urban development, climate change and pollution. To address these threats and maintain this complex and important wetland, management interventions and conservation actions are required. This project builds on the work of an established network of groups and landowners working collaboratively to protect and enhance the ecological values of the Port Phillip Bay Ramsar wetlands. Through a range of conservation activities, including weed control, revegetation, habitat protection and augmentation, and community education activities, this project will assist in improving the condition of wetlands and coastal saltmarsh vegetation communities, as well as help support and stabilise a range of bird species.

						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Port Phillip Bay Ramsar site						
<b>Collaborative Partners</b> Port Phillip and Westernport Catchment Management Authority (PPWCMA), Parks Victoria, Conservation Volunteers Australia, Birdlife Australia, Wathaurong Aboriginal Cooperative, Bunurong LCAC, Hobsons Bay City Council, Friends of Hooded Plover, Melbourne Water						
<b>Spacial Scale</b> Forum area						

## ACTION 7

### Environmental Flows for the Werribee River

Environmental flows support a healthy river environment. Critical to protect the plants, animals and overall health of rivers, wetlands, floodplains and estuaries, environmental flows also provide social, cultural and economic benefits. This project investigates opportunities to improve the ecological values of the Werribee River, including environmental flow and quality, with the introduction of offsets and alternative water sources, such as recycled water and stormwater, and the timing of water releases to the river.

						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Werribee catchment						
<b>Collaborative Partners</b> Western Water, Southern Rural Water, Melbourne Water, PPWCMA, Bunurong LCAC, Wadawurrung						
<b>Spacial Scale</b> Forum area						








## ACTION 8

### Expansion of Greening the Pipeline

This project explores opportunities to transform the heritage-listed Main Outfall Sewer (MOS) reserve, located along the Federation Trail bike path, into a parkland to service a growing population in Melbourne's western suburbs.

The project envisions the creation vibrant community social and recreation spaces that will connect neighbourhoods, enhance active transport options for residents, manage water sensitively for urban greening and cooling benefits, and provide a unique space to meet, play and relax.

The project's collaborative partners are presently focused on Zone 5 of the broader Greening the Pipeline initiative. This 4 km section is one of nine zones along the MOS that together form part of a larger, long term place activation project.

						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Werribee catchment						
<b>Collaborative Partners</b> Western Water, Southern Rural Water, Melbourne Water, PPWCMA, Bunurong LCAC, Wadawurrung						
<b>Spacial Scale</b> Sub-catchment						

## ACTION 9

### Extension of Recycled Water Network for Werribee City Centre

This project investigates the extension of the recycled water network to supply the suburbs of Chirnside Park, Wyndham Park and growth across Werribee's city centre. High quality recycled water is currently being supplied to around 3,750 homes in Werribee, Wyndham Vale and Manor Lakes. It will soon be connected to homes in the Cornerstone, Kings Leigh and Vineyard estates. The recycled water originates from Melbourne Water's Western Treatment Plant to City West Water's plant, where it is further processed to improve its quality and then sent to homes and open spaces in the Wyndham area through a dedicated 'purple pipe' recycled water system. An extension of the recycled water network in Werribee's city centre and surrounding communities will support liveability in the region and ensure high quality open spaces can be maintained for future greening and cooling benefits.

<b>Status</b>	<div style="width: 10%; background-color: #c8e6c9;"></div>
<b>Location</b>	Werribee
<b>Collaborative Partners</b>	City West Water, Wyndham City Council, Melbourne Water, Bunurong LCAC
<b>Spacial Scale</b>	Growth area

## ACTION 10

### Irrigation District Modernisation

This project will modernise the Werribee Irrigation District by replacing 40 km of old channel with new pipelines, saving approximately 5 GL of water per year. This is a jointly funded project by Southern Rural Water and the State Government. Water saved from the first three stages of this multi-staged project will be split equally between irrigators and environmental flows to the Werribee River. Pending funding support, the final two stages of the project are scheduled for 2020-21. There is an opportunity for the Werribee IWM Forum to consider the value of investment into the final phases of work and whether further investment in the project will realise value in further water for the environment or other uses.

<b>Status</b>	<div style="width: 25%; background-color: #c8e6c9;"></div>
<b>Location</b>	Werribee
<b>Collaborative Partners</b>	Southern Rural Water, Melbourne Water, Western Water, Victorian Environmental Water Holder, Bunurong LCAC
<b>Spacial Scale</b>	Forum area

## ACTION 11

### IWM Plan for Western Growth

The impact of urban growth on the water cycle in the Werribee catchment is significant. Additional water demand is expected to exceed 35 GL/year, while an additional 21 GL/year of stormwater and 17 GL/year of recycled water will be generated. This IWM Plan for the Western Growth area will identify and evaluate options to service the region and manage the impacts of increased volumes of water on the environment.








<b>Status</b>	<div style="width: 10%; background-color: #c8e6c9;"></div>
<b>Location</b>	Western Growth Area, including Werribee
<b>Collaborative Partners</b>	Melbourne Water, Melton City Council, Wyndham City Council, Bunurong LCAC, Wadawurrung, City West Water, Western Water, VPA, DELWP
<b>Spacial Scale</b>	Sub-catchment

## ACTION 12

### Melton Waste to Energy

The Melton Recycled Water Plant will enhance its energy production by repurposing heat and electrical power from biogas generated in the processing of organic waste. The facility will include a dedicated anaerobic digester that will create additional heat and electrical power from the existing biogas co-generation capabilities at the plant.

The facility will reduce greenhouse gas emissions by replacing the use of coal-fired generated electricity. The anaerobic digester will also enhance the digestion process to reduce volatile suspended solids and produce a biosolids product with added value, reducing the costs associated with treating and diluting high-strength organic waste loads, as well as redirect problematic trade waste and regional waste streams that impact on sewer networks and the water recycling process.








						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Melton Recycled Water Plant						
<b>Collaborative Partners</b> Western Water, Sustainability Victoria, Department of Treasury and Finance, Environment Protection Authority, Dept. Health and Human Services, Melton City Council, Bunurong LCAC, water utilities, waste groups and associations, local hospitals						
<b>Spacial Scale</b> Sub-catchment						

## ACTION 13

### Nature Links Across the Catchment Landscape

Nature Links cultivate vegetation corridors across the landscape to support the movement and health of native animal species and increase landscape resilience to future climate pressures. In doing so, Nature Links improve landscape amenity and recreation opportunities for local communities.








This project builds on the work of the Grow West project over the past 12 years that has undertaken major revegetation action with many community and funding partners to rejuvenate degraded landscapes around Bacchus Marsh. Working alongside landholders to create new vegetation corridors across public and private land, this project extends the Grow West Nature Link between the Brisbane Ranges and the Lerderderg State Park, and extends the concept to initiate new Nature Links along the length of the Werribee River and between the Brisbane Ranges and the You Yangs.

						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Werribee Forum Area						
<b>Collaborative Partners</b> PPWCMA, Melbourne Water, Southern Rural Water, Parks Victoria, Moorabool Shire Council, Lead West, City of Greater Geelong, Wyndham City Council, Bunurong LCAC, local Landcare groups						
<b>Spacial Scale</b> Forum area						

## ACTION 14

### Potable Water Supply Augmentation for Western Growth

Significant population growth projected for the Western Water service region, in combination with low inflows to local reservoirs, is placing pressure on the region's potable water supplies. Western Water is becoming increasingly reliant on Melbourne's water supply system. However, its current entitlements will likely be insufficient to meet the growing demand for service in the region. This project involves exploring potable water supply augmentations using an IWM approach. Options include further optimising local supplies, creating new local supplies, extending the water grid to access supplies from outside the region, and trading water allocations.

						
<b>Status</b> <span style="display: inline-block; width: 100px; height: 10px; background-color: #c8e6c9;"></span>						
<b>Location</b> Western Water Service Region						
<b>Collaborative Partners</b> Western Water, Melbourne Water, Southern Rural Water, Bunurong LCAC, Wadawurrung						
<b>Spacial Scale</b> Sub-catchment						

## ACTION 15

### Recycled Water Network Extension Melton

The lack of access to fit purpose recycled water has been identified as a barrier to the productive use of green wedge land and public open space irrigation. This project will explore the opportunity to supply Class B recycled water to public open space in the western growth corridor in the City of Melton. The Class B recycled water supply that will transfer Class B recycled water to the Western Irrigation Network will be augmented to enable supply through the growth area and green wedge.

<b>Status</b>						
<b>Location</b>	City of Melton					
<b>Collaborative Partners</b>	Western Water, Melton City Council, Melbourne Water, Wyndham City Council, City West Water, Bunurong LCAC					
<b>Spacial Scale</b>	Sub-catchment					

## ACTION 16

### Reducing Salinity in Recycled Water from the Western Treatment Plant

The reliability of irrigator entitlements has decreased since the Millennium Drought. To improve water security for irrigators, the Western Irrigation District has a bulk supply of 11 GL of Class A recycled water from the Western Treatment Plant. However, the water has high levels of sodium, which impacts crop growth and causes sodicity issues in the soils that reduce permeability and cause soil dispersion. Sodicity issues add significant cost to production and could threaten the sustainability of the Western Irrigation District.

This project aims to analyse options to reduce the salinity of the water, including reverse osmosis, shandyng with other streams of recycled water, and shandyng with potable water. Reducing the salinity of the recycled water by 30 to 50 per cent would enable sustainable use of recycled water, reduce costs of production for irrigators and potentially free up river water for other uses, including potable use or environmental flows.

<b>Status</b>						
<b>Location</b>	Werribee					
<b>Collaborative Partners</b>	Melbourne Water, Southern Rura Water, Western Water, Wadawurrung					
<b>Spacial Scale</b>	Inter-forum					

## ACTION 17

### Reimagining Arnolds Creek

The Reimagining Your Creek project aims to create a vibrant and beautiful linear park and open space reserve for Melton residents to connect and interact with nature. At present, neighbourhoods in the region are divided by the existing Arnolds Creek concrete drainage channel, an unsightly, dry and underutilised parcel of land with little shade or amenity. Alongside community partners and stakeholder representatives, Melbourne Water has co-designed a plan to re-naturalise the creek environment and revitalise more than one kilometre of land at the heart of Melton. The old drainage channel will be transformed with vegetation and high-quality landscaping to cool the region, new community amenities, such as benches and tables, and shared use bicycle and walking paths to better connect neighbourhoods to nearby schools, shops and community services.

<b>Status</b>						
<b>Location</b>	City of Melton					
<b>Collaborative Partners</b>	Melbourne Water, Melton City Council, Western Water					
<b>Spacial Scale</b>	Sub-catchment					

## ACTION 18

### Werribee Catchment IWM Strategy

An IWM strategy at the catchment-scale will guide the Werribee Forum Members to effectively contribute to achieving the Forum's vision and strategic outcomes. The Forum will first define a plan to deliver an IWM strategy in collaboration with all Werribee IWM Forum Members and Working Group members. The plan will be executed by the Forum and supported by agreed governance.

<b>Status</b>						
<b>Location</b>	Werribee Forum Area					
<b>Collaborative Partners</b>	Werribee Forum partner organisations					
<b>Spacial Scale</b>	Forum area					

## ACTION 19

### Western Irrigation Network

The significant population growth taking place through the Sunbury and Melton growth areas will create a substantial volume of recycled water, which will need to be managed to minimise impact on the environment. The Western Irrigation Network is exploring the use of this recycled water to create a new agricultural irrigation district. The utilisation of the recycled water in this way will not only protect the environment while keeping costs to customers low, but it will also add to the local economy and improve the agricultural productivity of the region.

<b>Status</b>						
<b>Location</b>	Gisborne, Sunbury, Melton, Bacchus Marsh					
<b>Collaborative Partners</b>	Western Water, Melbourne Water, Moorabool Shire Council, Hume City Council, Melton City Council, Southern Rural Water, City West Water, Bunurong LCAC					
<b>Spacial Scale</b>	Inter-forum					

## ACTION 20

### Western Water's Development IWM Plan Guidance

Western Water has issued guidance for land developers across their region to put together IWM Plans at the development scale. Development IWM Plans facilitate a more holistic approach to urban water management that enables development and the increased demand for water services while also mitigating environmental degradation and the effects of climate change. Planning with an IWM approach and implementing IWM solutions aims to ensure the best value infrastructure is provided for customers and the resulting services will support thriving, liveable communities.

<b>Status</b>						
<b>Location</b>	Western Water Service Region					
<b>Collaborative Partners</b>	Western Water, Moorabool Shire Council, Melton City Council, Hume City Council, Macedon Ranges Shire Council, Melbourne Water, VPA, Bunurong LCAC					
<b>Spacial Scale</b>	Greenfield subdivision					

# Strategic enablers to put IWM into practice

The IWM Forums were established in Victoria to identify, coordinate and prioritise place-based and catchment-wide opportunities that would most benefit from collaborative water cycle planning and management.

Alongside these opportunities, the IWM Forum Members identified a range of barriers that could prevent effective implementation of IWM across metropolitan Melbourne and regional Victoria.

The DELWP Water and Catchments Group is responsible for addressing these barriers to implementation in a holistic manner alongside relevant government organisations involved in land use planning and land management.

Advisory groups drawing on industry and independent expertise support DELWP in the development and implementation of strategic initiatives to fill knowledge gaps and address issues identified through the IWM Forum process.

Barriers to IWM are reviewed, with local implications and potential state-wide resolutions, or strategic enablers, discussed. These discussions will help DELWP determine potential options for policy reform and associated areas of impact for industry sectors and organisations.

Advisory groups provide advice regarding areas where planning, water, local government and other arms of government need to work more collaboratively to maintain and enhance the liveability and resilience of Victoria's cities and towns.



Williams Landing parkland. Courtesy: Melbourne Water



# Success stories

## Alternative water supports liveability and resiliency in the west

The suburb of Toolern, in Melbourne's outer west, is one of several growth areas earmarked for significant suburban development in the coming years. By 2030, more than 50,000 new residents will make Toolern their home. With the incoming growth, secure water supply is a challenge due to a naturally occurring rain shadow effect that creates unreliable regional rainfall patterns and dry land conditions.

To ensure incoming residents could benefit from social amenities, such as recreational green spaces, and reduce the need to draw water supply from potable sources outside the region, Western Water and a range of

stakeholders collaborated to integrate water management solutions into the early planning stages of Toolern.

In partnership with Melbourne Water, Southern Rural Water, Melton City Council, State Government, developers and the community, Western Water conceived the Toolern Stormwater Harvesting Scheme. This scheme reduces drinking water use and increases alternative water supply solutions in the region.

Through the scheme, urban stormwater water run-off is captured, reducing the impact of the stormwater on local waterways and the environment. The stormwater is then supplied to agriculture, freeing up potable water for its highest value use as drinking water in Toolern and other Western Water communities.

To complement the Stormwater Harvesting Scheme, water and sustainability targets were included within Toolern's Precinct Structure Plans to ensure land developers would invest in water to add value to their development, increasing the area's liveability and resilience to climate extremes. Blue-green infrastructure, such as wetlands and rain gardens, helped provide enhanced biodiversity outcomes and micro-climate benefits to keep the Toolern region cool and green.

With strong integration to its natural water environment, Toolern now proudly stands as one of Victoria's first water neutral suburbs.



Toolern wetland. Courtesy: Western Water



Williams Landing parkland (Greening the Pipeline). Courtesy: Melbourne Water

### Greening the Pipeline Pilot Park, Williams Landing

The Main Outfall Sewer (MOS) is a 27 km heritage-listed sewerage channel that runs through several of Melbourne's western suburbs. Built in the 1890s, it was the largest civil engineering project ever undertaken in Victoria. In 1993, the MOS was decommissioned and what remained of the unused concrete lined channels created a physical barrier and potential safety hazard for local communities. Located in an urban growth region with few existing green spaces and high heat stress vulnerability, the MOS pipeline reserve was ripe for revitalisation.

The Greening the Pipeline Pilot Park at Williams Landing has transformed a portion of the old reserve into a well-used public space that celebrates heritage and links communities in the west. A partnership between Melbourne Water, Wyndham City Council, City West Water, VicRoads and State Government, the linear park responds to local needs for improved connectivity, active transport and vibrant open spaces for health and wellbeing, providing a unique place for social engagement and recreational activities in a once isolating and underutilised area.

To counteract the risk of heat stress, shady vegetated spaces line the old channel. As a demonstration site for best practice integrated water management, the park is fitted with

assets to capture, filter and reuse local stormwater to irrigate grass, shrubs and trees along the reserve. The result is a cooler, more comfortable microclimate and new habitats for native species.

Solar lights through the park demand little energy and keep the area active and safe, while a shared use bicycle and pedestrian path links suburbs from Brooklyn to Werribee, improving liveability and providing physical and mental health benefits.

Thanks to the success of the Greening the Pipeline collaborations, investigations are underway to co-design the entire length of the MOS reserve into a world-class linear park.

# Continued success through collaboration

IWM is an evolving process that seeks to coordinate and balance many views and interests in the water sector around common goals and agreed outcomes.

IWM Forums collaborate and oversee ongoing IWM planning. The IWM Forum cycle is summarised at right.

Phase One of the IWM Forum cycle has established an enabling environment for Victoria's water sector stakeholders to develop shared IWM objectives and overcome sectoral, institutional and geographic boundaries through collaboration. This phase was guided by the experience and knowledge of the Forum Members.

Phase Two of the IWM Forum cycle will assume a more strategic approach to successful IWM implementation and planning for the Forum Area. This phase will include the development of catchment-wide IWM strategy to inform IWM investments.

Phase Two will also provide an opportunity for IWM Forum Members to update relevant organisational policies, plans and strategies to reflect the outcomes of the IWM Forum.

It is anticipated that the IWM Forum collaborative partners will continue use their best endeavours to advance priority IWM initiatives through regular meetings and future Forums.







Forum Members will also assess the feasibility of additional IWM opportunities identified in Phase One (refer to Appendix).

Phase Two will create an opportunity to evaluate and share learnings from Phase One. It will also optimise resources and explore the development of innovative tools and approaches that plan for, and respond to, water supply and demand in the future.

Phase Three prepares the Forum to refresh the Strategic Directions Statement and review the progress of strategic enablers for IWM.



Western Treatment Plant wetlands. Photographer: David Paul

	Outcomes	Participants
<b>Phase I</b>		
	<p><b>Establish</b></p> <p>Organisational leaders come together in collaborative IWM Forums and Working Groups to discuss integrated water management challenges, opportunities and priorities for each region</p>	<p>Preliminary work on regional characterisation and collaborative governance</p> <p>Agree vision, objectives and goals</p> <p>Agree criteria for selection and prioritisation of IWM opportunities</p> <p>IWM opportunities identified and prioritised</p> <p>Collaboratively develop and endorse Strategic Directions Statement for each region</p>
		<p>Local governments</p> <p>Catchment Management Authorities</p> <p>Water corporations</p> <p>Traditional Owners</p> <p>Department of Environment, Land, Water and Planning</p> <p>Chair</p> <p>Others as relevant</p>
↓		
<b>Phase II</b>		
	<p><b>Planning</b></p> <p>Cultivate a collaborative culture to progress IWM opportunities</p>	<p>Co-design and agree on Terms of Reference, governance structure, stakeholder engagement and/or community participatory planning guidance for IWM project/strategy</p>
		<p>Collaborative partners</p> <p>Community representatives</p> <p>Others as relevant</p>
↓		
	<p><b>Progress</b></p> <p>Forum Members use best endeavours to progress IWM opportunities to next stage</p>	<p>IWM Project Groups initiate work as per identified project/strategy status, including: feasibility assessment; technical and economic analysis; cost allocation; business case development</p> <p>Strategic enablers for IWM progressed by DELWP with support from Forum Members</p> <p>IWM Project Groups report progress to IWM Forums</p>
		<p>Collaborative partners</p> <p>Individual organisations who have committed to a project/strategy</p> <p>Community representatives</p> <p>Relevant stakeholders</p>
↓		
	<p><b>Incorporate</b></p> <p>Collaborative Partner organisations incorporate relevant elements of IWM in their own plans, guidelines or frameworks</p>	<p>IWM Project Groups to take IWM commitments (projects and strategies) to their Board or Councils for investment endorsement</p> <p>IWM Project Groups incorporate elements into their own organisational planning systems, e.g. Council and corporate plans, Construction Guidelines, etc.</p> <p>Report back to IWM Forum</p>
		<p>Individual organisations who have committed to deliver a project/strategy</p>
↓		
	<p><b>Realise</b></p> <p>IWM benefits are realised following implementation of project/strategy</p>	<p>Application of practical IWM tools and innovative approaches</p> <p>Additional community value added through participatory planning</p> <p>Monitoring and evaluation of key measures and outcomes</p> <p>Economic savings through shared resources, costs, etc.</p> <p>Improved resilience and liveability of cities and towns</p>
		<p>Collaborative partners</p> <p>Individual organisations who have committed to a project/strategy</p> <p>Community representatives</p> <p>Others as relevant</p>
↓		
<b>Phase III</b>		
	<p><b>Prepare</b></p> <p>IWM Forums prepare to refresh the Strategic Directions Statement</p>	<p>Collaborative partners prepare for next round of IWM Forums</p> <p>IWM Forums collaboratively review key learnings and outcomes from Phase I &amp; II, including catchment-scale IWM Strategy and progress on strategic enablers</p> <p>Next round of IWM opportunity identification and prioritisation</p>
		<p>Collaborative partners</p>



**Next 12-18 months**

The feasibility of IWM opportunities will be continually reviewed and assessed in Phase II to confirm the need for specific IWM projects/strategies



# Appendix

## Additional IWM opportunities in the Werribee catchment

The following list of additional IWM opportunities was identified by the Werribee IWM Forum in the first phase of the IWM Forum cycle.

Further assessment will be required by the collaborative partners to progress these opportunities through the IWM Forum.

The list captures potential future priorities for the Werribee IWM Forum.

IWM Opportunity	Collaborative partners	Strategic outcome areas						
Environmental Accounts for Werribee	Port Phillip and Westernport CMA, Commissioner for Environmental Sustainability (Victoria), Melbourne Water, Parks Victoria, local councils, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*, Wentworth Group							
Healthy Waterways Strategy Stormwater Management Opportunities	Melbourne Water, Councils, Environment Protection Authority, Victorian Planning Authority, water corporations, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*, industry stakeholders, VicRoads, Victorian Environmental Water Holder							
Improving Soil and Land Management to Protect Waterways	Port Phillip and Westernport CMA, Councils, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*							
Substitution of Irrigation Demands with Fit for Purpose Alternative Water Supplies	Western Water, Melbourne Water, Southern Rural Water, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*							
Urban Cooling Program for Bike and Pedestrian Paths	Melbourne Water, Councils, community groups, Wadawurrung, Bunurong LCAC, Wurundjeri L&CCHCAC*							

\*The Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation will remain informed of progress related to this IWM opportunity.

### Shade scale



Low High

Level of shading refers to the degree of impact the IWM opportunity has on each strategic outcome area. Dark shading represents highest impact.

# Understanding the Werribee River catchment as a system

The Werribee River crosses four municipal regions – Hepburn Shire, Moorabool Shire, City of Melton and Wyndham City. As it flows downstream from its origin in the Wombat State Forest, water is taken out of the river system to supply urban and rural centres, irrigation districts and private diverters licensed to use water for agriculture. The Werribee River is also used for leisure fishing, water sports and other recreational uses.

There has been significant work completed to develop an understanding of the Werribee River catchment as a holistic system requiring integrated water management and balanced distribution to support its diverse user groups. Southern Rural Water, Melbourne Water, Western Water and the Department of Environment, Land, Water and Planning (DELWP) have collaboratively initiated and progressed this work, consulting other stakeholders at various stages. Options to improve water security for the Werribee and Bacchus Marsh Irrigation District have been examined, as have investigations to manage the increased volumes of wastewater and stormwater generated in growth areas west of Melbourne and opportunities to address flow deficits in the Werribee System.

Balancing the health of the many interlinked creeks and tributaries through the Werribee River system is a complex challenge. The Werribee River's lower reaches are currently flow stressed, with rapid development in areas such as Melton and North Wyndham Vale further altering flows and negatively impacting the ecological health of waterways in the system into which wastewater treatment plants discharge and stormwater drains flow.

The *Melton and North Wyndham Vale IWM Analysis (2015)* sought to address water servicing options to meet growing demands in urbanising areas where additional volumes of recycled water and stormwater presented environmental challenges to the Werribee River system. This work was not pursued to its conclusion. The Werribee IWM Forum has developed a statement of urgency to address growth area scale integrated water planning in the west. Among its recommendations was that work undertaken in the Melton and

North Wyndham Vale IWM Analysis be concluded and further analysis be commenced for other growth and infill areas to enable clarity for planning and development on water-related assets.

Other work to date on this issue includes:

- IWM analysis for the Werribee River system, comprising:
  - Stage 1: Opportunity Identification: Identified various IWM options, not mutually exclusive, which could increase irrigation water security and improve waterway health.

- Stage 2: Opportunity  
Development: Developed four of the IWM Opportunities identified in Stage 1 to understand feasibility. These opportunities were:
  - > Provision of Recycled Water to Bacchus Marsh Irrigation District
  - > Modernising the Bacchus Marsh Irrigation District
  - > Supply of recycled water (from Melton Recycled Water Plant) or stormwater to Werribee River
  - > Piping the Werribee Irrigation District

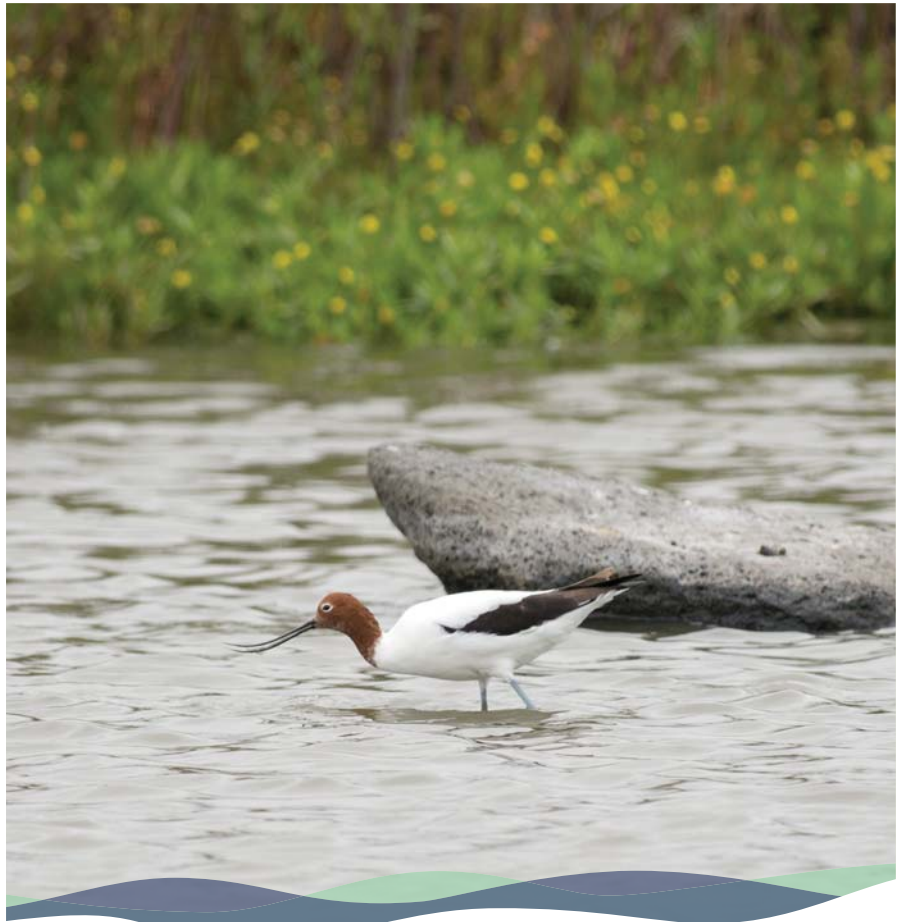
- Werribee River Impacts Study:  
An ecological risk assessment of the impact alternative water (stormwater or recycled water) delivery to the Werribee River might have on waterway health (positive and negative).
- Werribee River Waterways Investigation:  
Assessed the conditions under which alternative water delivery to the Werribee River might satisfactorily comply with the risks assessed.
- Western Irrigation Network (WIN) business case and feasibility reports.

Since this work, Southern Rural Water has progressed implementation of modernising the irrigation districts.

Many stakeholders are involved in the decision-making to address the challenges of the Werribee River catchment system. For example, as the waterway manager, Melbourne Water is responsible for managing

the health of the Werribee River. Water, sewerage and recycled water for urban areas are managed by City West Water and Western Water, whilst Southern Rural Water manages the Werribee River system's main storages: Pykes Creek Reservoir, Melton Reservoir and Merrimu Reservoir and the supply of water to irrigation districts. Irrigation district water entitlement holders also play a significant role in the management of the Werribee River system. Local government has a role in stormwater management, land-use planning and irrigation of public open spaces.

An integrated approach to water planning and management will ensure the balance of supply security for urban and irrigation needs with the management of stormwater and recycled water discharges to waterways and the provision of environmental flows for ecological health. The Werribee IWM Forum can facilitate further analysis of the system's interactions and decision-making by providing an oversight view that considers the costs and impacts for the whole community and environment across the Werribee River system.



Red-necked Avocet at the Western Treatment Plant. Photographer: David Paul

# Glossary of terms

## Aboriginal Victorians

An Aboriginal Victorian is a person of Aboriginal descent who identifies as an Aboriginal and is accepted as such by the Victorian Aboriginal community in which he or she lives.

## Algal blooms

A rapid increase in the population of algae that can occur in waterways, often caused by excess nutrients (particularly phosphorus and nitrogen).

## Allocation

Water that is actually available to use or trade in any given year, including new allocations and carryover.

## Assets

Assets are resources that provide benefit. This includes, for example, infrastructure such as treatment plants, pipes and pumps, water assets such as dams, bores and wetlands, and community assets such as sporting facilities, public gardens and street trees. Natural assets are assets of the natural environment, for example waterways and vegetation, also known as natural capital.

## Aquifer

An underground layer of rock or sediment that holds water and allows water to flow through it.

## Aquifer Storage and Recovery (ASR)

The recharge of an aquifer via a well for subsequent recovery from the same well.

## Biodiversity

The numbers and variety of plants, animals and other living beings, including micro-organisms, across our land, rivers and oceans. It includes the diversity of their genetic information, the habitats and ecosystems in which they live and their connections with other life forms.

## Catchment

An area where water falling as rain is collected by the landscape, eventually flowing to a body of water such as a creek, river, dam, lake or ocean; or into a groundwater system.

## Catchment management authorities (CMAs)

The *Catchment and Land Protection Act 1994* established 10 catchment and land protection regions, each with a catchment management authority responsible for the integrated planning and coordination of land, water and biodiversity management.

## Central business district (CBD)

Melbourne's original 'Hoddle Grid' street layout bounded by the Yarra River, Spring Street, La Trobe Street and Spencer Street, as well as the triangular area to the north bounded by Victoria, Peel and La Trobe streets.

## Climate change

A long term change of the earth's temperature and weather patterns, generally attributed directly or indirectly to human activities such as fossil fuel combustion and vegetation clearing and burning.

## Climate change mitigation

Actions that prevent or reduce emissions of greenhouse gases that contribute to climate change.

## Coastal flooding

Inundation along the coastline mainly due to flooding from the sea associated with storm surge. It may also include additional flooding caused by heavy rainfall.

## Community

Includes individuals, public and private landholders, community groups and business owners.

## Connectivity

Connections between natural habitats, such as a river channel and adjacent wetland areas. Connectivity is a measure or indicator of whether a waterbody (river, wetland, floodplain) has water connections or flow connections to another body.

## Department of Environment, Land, Water and Planning (DELWP)

Supports Victoria's natural and built environment to ensure economic growth and liveable, sustainable and inclusive communities. The department assists the minister, develops and implements state policies and programs, and oversees the administration of organisations including catchment management authorities.

## Ecosystem

A dynamic complex of plant, animal, fungal and microorganism communities and the associated non-living environment interacting as an ecological unit.



### **Entitlement (or water entitlement)**

Authorisation to take water issued in accordance with the *Water Act 1989*. It includes bulk entitlements, environmental entitlements, water shares, and surface water and groundwater licences (also known as take and use licences).

### **Environmental water**

Water to support environmental values and ecological processes.

### **Fit for purpose (water quality)**

Water of a quality that is appropriate for its intended use.

### **Flash flooding**

Sudden and unexpected flooding caused by sudden local heavy rainfall or rainfall in another area. Often defined as flooding which occurs within six (6) hours of the rainfall event.

### **Floodplain**

Low-lying land adjacent to a river or stream with unique ecosystems dependent on inundation from flood events.

### **Flow**

Movement of water – the rate of water discharged from a source, given in volume with respect to time.

### **Gigalitre**

One billion (1,000,000,000) litres. One gigalitre is the equivalent of approximately 400 Olympic size swimming pools.

### **Green-blue infrastructure**

Green infrastructure refers to key vegetation features such as street trees, parklands, grassed sports fields and vegetated walls. Blue infrastructure refers to key waterways, wetlands, recreational lakes, stormwater retarding basins,

or other water body features. Green-blue infrastructure brings these assets together through integrated approaches to deliver community benefits.

### **Greenfield land**

Undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

### **Groundwater**

All subsurface water, generally occupying the pores and crevices of rock and soil.

### **Growth areas**

Locations on the fringe of metropolitan Melbourne designated in planning schemes for large-scale transformation, over many years, from rural to urban use.

### **Heritage River Area**

Land in particular parts of rivers and river catchment areas in Victoria which have significant nature conservation, recreation, scenic or cultural heritage values. These areas are identified and protected under the *Heritage Rivers Act 1992*. There are 18 Heritage River Areas in Victoria.

### **Impervious area**

A surface or area within a catchment that significantly restricts the infiltration of water. Impervious surfaces can include concrete, road surfaces, roofs and saturated ground such as a lake or pond.

### **Infill**

Development of unused or underutilised land in existing urban areas.

### **Infrastructure**

Basic facilities and networks needed for the functioning of a local community or broader society.

### **Integrated water management (IWM)**

A collaborative approach to planning that brings together all elements of the water cycle including sewage management, water supply, stormwater management and water treatment, considering environmental, economic and social benefits.

### **Integrated Water Management Forum**

A meeting of urban water management organisations to identify, prioritise and commit to the investigation of integrated water management opportunities.

### **Integrated water management opportunity**

A servicing need that has the potential to leverage broader benefits when undertaken collaboratively, using an integrated water management approach.

### **Irrigation district**

An area declared under the *Water Act 1989* that is supplied with water by channels and pipelines used mainly for irrigation purposes.

### **Liveability**

A measure of a city's residents' quality of life, used to benchmark cities around the world. It includes socioeconomic, environmental, transport and recreational measures.

### **Managed Aquifer Recharge (MAR)**

The intentional recharge of water into an aquifer either by injection or infiltration and recovery by planned extraction.

### **Megalitre (ML)**

One million (1,000,000) litres.

### **Metropolitan Melbourne**

The 31 municipalities that make up metropolitan Melbourne, plus part of Mitchell Shire within the urban growth boundary.

### **National employment and innovation clusters (NEIC)**

Designated concentrations of employment distinguished by a strong core of nationally significant knowledge sector businesses and institutions that make a major contribution to the national economy and Melbourne's positioning in the global economy.

### **Open space**

Includes land reserved for natural landscape, parklands, recreation and active sports, as well as waterways and bays.

### **Potable**

Water of suitable quality for drinking.

### **Productivity**

The economic value produced for an hour of work or a dollar of investment. Increasing productivity is a key source of economic growth and competitiveness.

### **Project**

A planned set of interrelated tasks or activities to be executed over a defined period and within certain cost and other considerations, to achieve a goal.

### **Rainwater**

Water that has fallen as rain or has been collected from rainfall.

### **Ramsar Convention**

Defined by section 4 of the *Commonwealth Water Act 2007* as the Convention on Wetlands of International Importance especially as Waterfowl Habitat done at Ramsar, Iran, on 2 February 1971.

### **Ramsar wetlands**

Wetlands of international importance, designated under the Ramsar Convention.

### **Recreational water or recreational benefits**

The objectives and benefits that recreational users and community members associate with the use of water, reservoirs and waterways for recreational activities. These objectives and benefits include wellbeing and enjoyment, derived from social interaction, physical activity and relaxation associated with activities including sporting events, fishing, water skiing and rowing, camping, walking and gathering with friends and family. It also includes flow-on economic benefits to local communities from visitors to regional areas to make the most of these opportunities.

### **Recycled water**

Water derived from sewerage systems or industry processes that is treated to a standard appropriate for its intended use.

### **Regional Victoria**

Includes all municipalities outside metropolitan Melbourne (except part of Mitchell Shire within the urban growth boundary).

### **Reservoir**

Natural or artificial dam or lake used for the storage and regulation of water.

### **Resilience**

The capacity of individuals, communities, institutions, businesses, systems and infrastructure to survive, adapt and grow, no matter what chronic stresses or shocks they encounter.

### **Riparian**

Refers to land or vegetation that adjoins a river, creek, estuary, lake or wetland.

### **Riverine flooding**

Inundation of normally dry land occurring when water overflows the natural or artificial banks of a creek or river. Also called main channel flooding.

### **Runoff**

The portion of rainfall which actually ends up as streamflow, also known as rainfall excess.

### **Sewage**

Wastewater produced from households and industry.

### **Sewerage**

The pipes and plants that collect, remove, treat and dispose of liquid urban waste.

### **State-significant industrial precincts (SSIP)**

Strategically located land available for major industrial development linked to the Principal Freight Network and transport gateways.

### **Stormwater**

Runoff from urban areas. The net increase in runoff and decrease in groundwater recharge resulting from the introduction of impervious surfaces such as roofs and roads within urban development.

## Stormwater flooding

Inundation by local runoff. Stormwater flooding can be caused by local runoff exceeding the capacity of an urban stormwater drainage system or by the backwater effects of mainstream flooding causing the urban stormwater drainage system to overflow.

### Strategy

A high-level direction designed to achieve an outcome, or a set of outcomes related to IWM, over a defined time period for a defined geographic location.

### Traditional Owners

People who, through membership of a descent group or clan, are responsible for caring for Country. Aboriginal people with knowledge about traditions, observances, customs or beliefs associated with a particular area. A Traditional Owner is authorised to speak for Country and its heritage.

### Urban greening

Growing plants wherever possible in cities to contribute to urban vegetation coverage, and providing a connection to nature.

### Urban heat-island effect

When the built environment absorbs, traps, and in some cases directly emits heat, causing urban areas to be significantly warmer than surrounding non-urban areas.

## Urban renewal

The process of planning and redeveloping underutilised medium and large-scale urban areas, precincts or sites for mixed land-use purposes.

### Urban water cycle

The cycle of water through urban environments. Distinguished from the natural urban water cycle by the transfer of water through built infrastructure and the high runoff rates generated by impervious surfaces.

### Use (water use)

The volume of water diverted from a stream or groundwater bore. It is not the same as 'use' by the end consumer of the water.

### Wastewater

Water that has had its quality affected by human influence, deriving from industrial, domestic, agricultural or commercial activities.

### Water corporations

Victorian Government organisations charged with supplying water to urban and rural water users. They administer the diversion of water from waterways and the extraction of groundwater. Formerly known as water authorities.

### Water infrastructure

Facilities, services and installations needed for the functioning of a water system.

## Water sector

Organisations involved in water management, including water corporations, local government and catchment management authorities.

### Water sensitive urban design (WSUD)

Integrating the urban water cycle into urban design to minimise environmental damage and improve recreational and aesthetic outcomes.

### Waterways

Rivers and streams, their associated estuaries and floodplains (including floodplain wetlands) and non-riverine wetlands.

### Waterway condition/ waterway health

Waterway condition (or waterway health) is an umbrella term for the overall state of key features and processes that underpin functioning waterway ecosystems (such as species and communities, habitat, connectivity, water quality, riparian vegetation, physical form, and ecosystem processes such as nutrient cycling and carbon storage).

### Wetlands

Areas, whether natural, modified or artificial, subject to permanent or temporary inundation, that hold static or very slow-moving water and develop, or have the potential to develop, biota adapted to inundation and the aquatic environment. Wetlands may be fresh or saline.





# Attachment - Item 11.2.2b



# Central Highlands

## STRATEGIC DIRECTIONS STATEMENT

SEPTEMBER 2018



Integrated Water  
Management Forums



Environment,  
Land, Water  
and Planning

87 of 284

#### **Acknowledgement of Victoria's Aboriginal communities**

The Victorian Government proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays its respects to their Elders past and present. The government also recognises the intrinsic connection of Traditional Owners to Country and acknowledges their contribution to the management of land, water and resources.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

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#### **Cover photograph**

Lake Daylesford  
Courtesy Hepburn Shire Council



**Integrated Water Management is a collaborative approach to water planning and management that brings together organisations with an interest in all aspects of the water cycle.**

It has the potential to provide greater value to our communities by identifying and leveraging opportunities to optimise outcomes.

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# Foreword

The Central Highlands region prides itself as a leader in Integrated Water Management (IWM) with an active group of stakeholders who understand the importance of collaboration. The collective benefits of IWM in terms of economic prosperity, environmental improvements and enhanced liveability are key strategic goals for the region.

Accordingly, these benefits are well-recognised in the plans and strategies of the organisations represented in the Central Highlands IWM Forum and are known priorities for the communities that they represent. The Forum has benefited greatly from representation from Wadawurrung and Dja Dja Wurrung Clans Aboriginal Corporation to highlight traditional owner goals and opportunities connected to water management, as well as setting strong foundations for ongoing collaboration in identifying and delivering IWM projects across the region.

Our future focus lies in addressing the two major challenges of population growth and climate change while seizing opportunities to enhance the liveability of our cities and towns through the management of water. The largest city in our region, Ballarat, has a long history of successfully delivering IWM projects for the community and a mature

water planning framework that is underpinned by the award-winning Ballarat IWM Plan. With momentum building from a range of IWM activities and rapid growth frontiers in Ballarat West, the city is set to further advance its reputation as an exemplar regional centre for IWM in Victoria.

The connectivity between urban and rural environments also brings opportunities to harness urban water resources such as recycled water and stormwater to support a range of outcomes. As the most flow-stressed waterway in Victoria, the Moorabool River is a priority for our region, and our forum is poised to explore opportunities for innovative and collaborative water management initiatives to achieve better outcomes for key catchments by taking a big-picture view.

The region is also home to the significant urban centres of Maryborough, Daylesford, Ballan, and a large number of small towns

which offer a multitude of resilience and liveability opportunities. These opportunities range from closed-loop alternative water supplies to support local economies in centres such as Beaufort, to joint investments to enhance local catchments and water bodies such as Burrumbeet Creek and Lake Burrumbeet which provide important ecological, tourism, recreational and cultural values for the region.

As a forum, we look forward to achieving our vision of "working together to leverage opportunities across the water cycle to deliver a healthy, resilient and prosperous future for the region and its communities".



**Jeff Haydon**

Chair of the Central Highlands Region IWM Forum

# Acknowledgements

The Central Highlands Region IWM Forum area includes Dja Dja Wurrung and Wadawurrung country, whose ancestors and their descendants are the Traditional Owners of this country.

The Forum wishes to acknowledge that these two groups have greatly contributed to the development of this Strategic Directions Statement from an early stage, despite challenges with resourcing. The Forum members, and in particular the Department of Environment, Land, Water and

Planning will work with both groups to assist them to participate more fully in the future.

The meetings of the Forum, working group and individual meetings with project sponsors have developed initiatives from ideas into mature project themes.

Collaboration and cross-pollination has been a key outcome of the Forum, with ideas being shared and improved by input from project partners.

The Central Highlands Strategic Directions Statement has been developed in collaboration with:



\* In-principle support for this SDS pending formal endorsement at a forthcoming Council meeting.



# At a glance

The Central Highlands IWM Strategic Directions Statement highlights the key challenges in the region and also identifies collaborative IWM opportunities that can improve resilience and liveability in cities and towns in the region.

## Vision

Working together to leverage opportunities across the water cycle to deliver a healthy, resilient and prosperous future for the region and its communities.

## Strategic outcomes:

- Safe secure and affordable supplies in an uncertain future
- Effective and affordable wastewater systems
- Avoided or minimized existing and future flood risks
- Healthy and valued waterways, wetlands and waterbodies
- Healthy and valued landscapes
- Community values reflected in place-based planning.
- Jobs, economic benefits and innovation



# IWM opportunities

Partners of the Forum have committed their best endeavours to ensure priority projects and strategies are progressed in line with the shared vision and strategic outcomes of the Central Highlands Region IWM Forum. Thirteen priority opportunities have been identified in the region and these have been grouped into four themes – regional enablers, prioritising action in major urban centres, delivering benefits in key regional locations and building momentum in Ballarat.

## Regional enablers

### 1 Mapping of Cultural Values of Waterways

There is an opportunity for Traditional Owners to work with other stakeholders to identify and map cultural sites and values along waterway corridors in the region. This will drive significant improvements to waterway management processes and create a knowledge base which can be managed by Traditional Owner groups.

### 2 Enhancing flows to the Moorabool River and the Leigh River

The Moorabool is the most flow-stressed waterway in the state and it is a regional priority for action. This project will complete initial studies to ascertain the volume and flow characteristics of urban flows entering the Yarrowee–Leigh River and understand potential to harness those resources to enable additional flows to be released to the Moorabool River. These studies provide key information to inform the Central Region Sustainable Water Strategy and should be considered with other options to enhance flows.

### 3 Central Highlands Small Towns Green-Blue Infrastructure Plan

The Central Highlands region has many small towns that function as community hubs, tourism centres and regional attractions. This plan recognises the significance of these towns and provides a process to review and prioritise IWM investments to drive green-blue outcomes for key community assets.

## Prioritising action in major urban centres

### 4 Maryborough Integrated Water Management Plan

A comprehensive review of IWM opportunities for Maryborough and Carisbrook, will identify priority actions and projects and develop concept designs for key options that can contribute to the community's vision for "a resilient Maryborough with a thriving community, a prosperous economy, and a healthy environment".

### 5 Daylesford Integrated Water Management Plan

An IWM Plan will be developed for Daylesford, Hepburn Springs and surrounding townships to articulate a community vision and identify IWM opportunities to deliver the vision. The IWM plan will outline priority projects for implementation by Hepburn Shire Council, Central Highlands Water and North Central Catchment Management Authority.

### 6 Ballan Integrated Water Management Plan

An IWM Plan will be developed for Ballan to articulate a community vision and identify IWM opportunities to deliver the vision. The IWM Plan will outline priority projects for implementation by Moorabool Shire Council, Central Highlands Water and Melbourne Water.

## Delivering benefits in key regional locations

### 7 Revitalising Lake Burrumbeet and Burrumbeet Creek

There is an opportunity to revitalise sections of Burrumbeet Creek and improve Lake Burrumbeet through collaborative planning and investment, bringing great benefit to communities in Ballarat and Traditional Owners as well as visitors, protecting and enhancing natural and cultural values and improving these priority assets.

### 8 Beaufort Closed Loop Recycled Water Scheme

This project will enable a closed loop recycled water scheme to manage all of the Beaufort community's wastewater within the urban environment through irrigation for the local golf course, school, recreation reserve, numerous sporting facilities.

### 9 Integrated Management of the Tullaroop catchment

Through collaboration, shared objectives will be formed and management actions outlined to respond to catchment stressors and enhance the health of Tullaroop Creek. The Tullaroop Creek catchment is a closed system of a manageable scale where multiple tangible benefits can be delivered in the short term to support longer term objectives.

## Building on momentum in Ballarat

### 10 Breathing Life into the Yarrowee River: Works Prioritisation Masterplan

A Master Plan will engage community members, key stakeholders and Traditional Owners to develop a prioritised plan of future investments to reinvigorate and breathe life into the urban reaches of the Yarrowee River corridor. This will ensure that future projects can be implemented in the context of a holistic community vision that delivers maximum benefit.

### 11 Expanding Ballarat's Alternative Water Network

The existing non-potable network in Ballarat has potential for expansion to support irrigation of sporting grounds and parks. The priority connections in the short term are sporting grounds at Wendouree West Reserve and Ballarat Secondary College (Mt Rowan Campus).

### 12 Ballarat West Stormwater Harvesting Hubs

Ballarat West is growing fast. An opportunity exists to create stormwater harvesting hubs with multiple schemes utilising treated urban stormwater to irrigate open spaces in new development areas. Proactive funding, planning and design can lead to widespread on-ground implementation where infrastructure is installed in a cost effective manner to derive greatest community benefit.

### 13 Victoria Park (Ballarat) Green Space Transformation Management

Feasibility assessments have been completed to harness an alternative water source to provide irrigation to Victoria Park, the key green space in Ballarat. The scheme would transform this key community asset into a year round green space and attract events as well as enhancing existing lakes and public amenity.



## Chapter 1

# The way forward

An unprecedented opportunity to progress water cycle planning and management in Victoria through collaboration.



# Introduction

The *Integrated Water Management (IWM) Framework for Victoria* (September 2017) is designed to help regional stakeholders to work together, ensuring the water cycle contributes to the liveability of towns and cities in Victoria, with communities at the centre of decision making.

The central premise of an IWM approach is the overall acceptance that managing urban liveability and resilience is a shared responsibility and that water is a key enabler to achieving these shared aims.

To facilitate this, IWM Forums have been established across the state to identify, prioritise and oversee the implementation of critical collaborative opportunities. This Strategic Directions Statement has been produced by the Central Highlands IWM Forum to capture and communicate those opportunities.

IWM seeks to build on existing partnerships and planning processes. In the Central Highlands region, stakeholders such as local government, catchment management authorities and water corporations engage with their communities regularly to improve service delivery and urban planning. Community aspirations are embedded in the strategies and operational plans for organisations. These aspirations reflect a desire for liveable and productive places and vibrant communities. The way in which we plan and use water is fundamental to ensuring these aspirations are realised.

Alongside local plans and strategies, communities in the Central Highlands region have also been strongly engaged in the shaping of IWM through the development of the *Ballarat and Region's Water Future: A whole-of-water-cycle management*

*framework (2014)*. The Framework set out a vision to create "a greener, more liveable and prosperous water future" for the region. Community engagement was expanded in the largest urban area in the region, through the development of the Ballarat City IWM Plan (2017) which prioritised IWM opportunities for the city.

Regional IWM is also strengthened by the formation of Catchment Partnership areas under the Government's *Our Catchments, Our Communities Integrated Catchment Management Strategy for Victoria (2016-19)*. The Traditional Owners of land are active participants in water and waterway management across the region. For example, the Dja Dja Wurrung Country Plan 2014-2034 sets out goals for river and catchment management as well as community well-being which can be enabled through water management.

## What is a Strategic Directions Statement?

This Strategic Directions Statement (SDS) articulates the regional context, the shared vision and the strategic water-related outcomes for the Central Highlands Region IWM Forum region.

This SDS includes a list of IWM opportunities, including projects and strategies, developed in collaboration by the Central Highlands Region IWM Forum partners.

## Integrated Water Management

IWM is a collaborative approach to water planning that brings together organisations that influence all aspects of the water cycle. It has the potential to provide greater value to our communities by identifying and leveraging opportunities to optimise the outcomes of water cycle.

Partners of the Forum have committed their organisations to apply their best endeavours to:

- Ensure priority projects and strategies are progressed in line with the shared vision and strategic outcomes of the Central Highlands Region IWM Forum; and to
- Support DELWP to progress priority strategic enablers for IWM in Victoria.

It is envisaged that the SDS will be a living document which will be updated to reflect the current Central Highlands Region IWM Forum priorities and opportunities.

# Enduring collaboration

IWM is an evolving process that seeks to coordinate and balance many views and interests in the water sector around common goals and agreed outcomes. IWM Forums collaborate and oversee ongoing IWM planning. The IWM Forum cycle is summarised on the next page.

## How we're working together

The Central Highlands Region IWM Forum identifies, coordinates and prioritises areas that would most benefit from collaborative and place-based water management planning and delivery.

To ensure IWM is successful and enduring across the region, Forum partners have committed to the promotion of a collaborative and shared values culture within their own organisations and beyond through their work with key water cycle delivery partners and local communities.

The Central Highlands Region IWM Forum is governed by an open and transparent IWM planning process. This process assumes a holistic, whole-of-cycle approach to determining water cycle solutions, considering regulatory accountabilities and service delivery responsibilities.

Each organisation plays an important role in the decision-making and management of the water resources and assets for the entire catchment.

Collaboration across Forum partners ensures balanced consideration of the complex economic, environmental, cultural and community benefits and impacts associated with the range of proposed IWM projects and work programs.

The Central Highlands Region IWM Forum partners will continue to work together to build inter-organisational trust and develop productive, enduring relationships to realise the shared vision for the region.

Further information on the IWM Forum's governance and planning framework is outlined in the *Integrated Water Management Framework for Victoria*, available at <https://www.water.vic.gov.au/liveable/resilient-and-liveable-cities-and-towns/iwm-framework>.

## Recognising Aboriginal values in water planning and management

The Central Highlands Region IWM Forum is committed to working in partnership with Aboriginal Victorians across landscapes, communities and natural resources.

The Forum recognises that Traditional Owners throughout the region are unique to Country and their involvement in IWM planning will be specific to each planning area.

Organisations involved in IWM have obligations to involve Traditional Owners and consider Aboriginal values in their organisational activities, particularly where there is a Recognition and Settlement Agreement in place. The Forum will continue to work with Traditional Owner groups to determine the appropriate approach and level of involvement in IWM planning process and projects.







## Continued success through collaboration

Phase One of the IWM Forum cycle has established an enabling environment for Victoria's water sector stakeholders to develop shared IWM objectives and overcome sectoral, institutional and geographic boundaries through collaboration. This phase was guided by the experience and knowledge of the Forum Members and resulted in the delivery of this Strategic Directions Statement (SDS).

Phase Two of the IWM Forum cycle will assume a more strategic approach to successful IWM implementation and planning for the Forum Area. It is anticipated that the IWM Forum collaborative partners will continue use their best endeavours to advance priority IWM opportunities through regular meetings and future Forums. Forum Members will also continue to assess the feasibility of additional IWM opportunities identified in Phase One.

Phase Two will create an opportunity to evaluate and share learnings from Phase One. It will also optimise resources and explore the development of innovative tools and approaches that plan for, and respond to, water supply and demand in the future.

## Forum process: Summary of planned phases

	Outcomes	Participants
<b>Phase I</b>		
 <p><b>Establish</b></p> <p>Organisational leaders come together in collaborative IWM Forums and Working Groups to discuss integrated water management challenges, opportunities and priorities for each region</p>	<p>Preliminary work on regional characterisation and collaborative governance</p> <p>Agree vision, objectives and goals</p> <p>Agree criteria for selection and prioritisation of IWM opportunities</p> <p>IWM opportunities identified and prioritised</p> <p>Collaboratively develop and endorse Strategic Directions Statement for each region</p>	<p>Local governments</p> <p>Catchment Management Authorities</p> <p>Water corporations</p> <p>Traditional Owners</p> <p>Department of Environment, Land, Water and Planning</p> <p>Chair</p> <p>Others as relevant</p>
↓		
<b>Phase II</b>		
 <p><b>Planning</b></p> <p>Cultivate a collaborative culture to progress IWM opportunities</p>	<p>Co-design and agree on Terms of Reference, governance structure, stakeholder engagement and/or community participatory planning guidance for IWM project/strategy</p>	<p>Collaborative partners</p> <p>Community representatives</p> <p>Others as relevant</p>
↓		
 <p><b>Progress</b></p> <p>Forum Members use best endeavours to progress IWM opportunities to next stage</p>	<p>IWM Project Groups initiate work as per identified project/strategy status, including: feasibility assessment; technical and economic analysis; cost allocation; business case development</p> <p>Strategic enablers for IWM progressed by DELWP with support from Forum Members</p> <p>IWM Project Groups report progress to IWM Forums</p>	<p>Collaborative partners</p> <p>Individual organisations who have committed to a project/strategy</p> <p>Community representatives</p> <p>Relevant stakeholders</p>
↓		
 <p><b>Incorporate</b></p> <p>Collaborative Partner organisations incorporate relevant elements of IWM in their own plans, guidelines or frameworks</p>	<p>IWM Project Groups to take IWM commitments (projects and strategies) to their Board or Councils for investment endorsement</p> <p>IWM Project Groups incorporate elements into their own organisational planning systems, e.g. Council and corporate plans, Construction Guidelines, etc.</p> <p>Report back to IWM Forum</p>	<p>Individual organisations who have committed to deliver a project/strategy</p>
↓		
 <p><b>Realise</b></p> <p>IWM benefits are realised following implementation of project/strategy</p>	<p>Application of practical IWM tools and innovative approaches</p> <p>Additional community value added through participatory planning</p> <p>Monitoring and evaluation of key measures and outcomes</p> <p>Economic savings through shared resources, costs, etc.</p> <p>Improved resilience and liveability of cities and towns</p>	<p>Collaborative partners</p> <p>Individual organisations who have committed to a project/strategy</p> <p>Community representatives</p> <p>Others as relevant</p>
↓		
<b>Phase III</b>		
 <p><b>Prepare</b></p> <p>IWM Forums prepare to refresh the Strategic Directions Statement</p>	<p>Collaborative partners prepare for next round of IWM Forums</p> <p>IWM Forums collaboratively review key learnings and outcomes from Phase I &amp; II, including catchment-scale IWM Strategy and progress on strategic enablers</p> <p>Next round of IWM opportunity identification and prioritisation</p>	<p>Collaborative partners</p>



**Next 12-18 months**

The feasibility of IWM opportunities will be continually reviewed and assessed in Phase II to confirm the need for specific IWM projects/strategies





## Chapter 2

# IWM in the Region

Understanding why an integrated approach to water planning and management is critical for the Central Highlands IWM Region now and for the future.



Aerial view of Lake Wendouree, Ballarat. Courtesy City of Ballarat

# Vision and outcome areas for the Central Highlands IWM Forum Region

## Outcomes



**Safe, secure and affordable supplies in an uncertain future**



**Effective and affordable wastewater systems**



**Avoided or minimised existing and future flood risks**



**Healthy and valued waterways, wetlands and water bodies**

## Objectives

A diverse range of water supplies and resources which are fit for purpose

Meets public health and environmental standards

Communities and properties that are resilient to local flood risk

Improved water quality

Water quality meets regulatory standards and community expectations

Efficient and effective wastewater systems with servicing needs aligned with future town and land use planning

Appropriate levels of flood protection and mitigation including adaptation for climate change

Improved stream flow patterns

Efficiently and effectively manage water usage and demand

Waste-to-resource opportunities are maximised

Proactive planning to prepare for and manage flood risk

Improved biodiversity and amenity of riparian corridors and edges

Secure and adaptable water supply portfolios

## Working together to leverage opportunities across the water cycle to deliver a healthy, resilient and prosperous future for the region and its communities.

The region is seeking to achieve seven key outcomes through IWM. Each of these will have a significant role in shaping the liveability, prosperity and resilience of our cities and towns. These outcome areas provide indicators to assess the effectiveness of the various IWM opportunities, recognising that these outcomes are in themselves co-dependant.



### Low-emission solutions

IWM opportunities that minimise the release of greenhouse gas (GHGs) emissions will be considered by the Forum as solutions are evaluated for implementation.



#### Healthy and valued landscapes

Active and passive recreation supported by water

Improved connectivity and access for active transport links

Urban landscapes retain moisture for cooler, greener cities and towns



#### Community values reflected in place-based planning

Diverse landscapes that reflect local conditions and community values

Traditional owner values, needs and aspirations associated with water protected, enhanced and reintroduced

Water sensitive communities that are empowered and engaged



#### Jobs, economic benefits and innovation

Jobs and local economies, including industry, tourism and agriculture, supported by water

Strong governance and collaboration models that evolve to deliver innovative solutions

Local water related risks and issues are understood and managed by community

# Regional context

The Central Highlands IWM Forum region covers an area of approximately 9,275 square kilometres, extending from Rokewood in the south to Redbank in the north, reaching as far as Ballan and Daylesford to the east and Navarre in the west. Ballarat is the largest city in the region by a substantial margin, though other large towns include Maryborough, Daylesford and Ballan. The region includes more than 60 smaller towns, making the region and its water opportunities very diverse.

The Central Highlands region is positioned on high ground, and occupies the top of the catchment of nine major river systems. This gives the region unique challenges and opportunities in terms of water management. Average annual rainfall varies significantly across the region, from near 800mm east of Ballarat to only 400mm in the north of the region.

## Population

The region has an estimated population of 160,000, which is forecast to grow to 225,000 by 2040. This growth will be felt across a majority of the major urban centres of the region, with the highest growth predicted in Ballarat.<sup>i</sup> Ballarat's population is expected to more than double in the next 50 years, with the majority of growth expected in large growth areas in the west of Ballarat and further growth areas being investigated.

## Climate Change

The Central Highlands Region faces a warmer and drier future. By 2070, average annual temperatures across the region are projected to rise by 1.4°C to 2.5°C (median value). This will be amplified in urban centres due to

the prevalence of darker and harder surfaces, leading to environmental and human health impacts. Ensuring the provision of fit for purpose water for the region's urban greening will be a key priority in enhancing liveability and resilience for the community and environment.

The average annual rainfall is predicted to decrease by 6-7 per cent by 2070 (median value) – primarily impacting the 'cool' season – while there is also an expectation of a year-round increase in temperatures.

This presents a challenge for the region, as there will be an increased demand for urban water resulting from population growth together with a hotter drier climate. The average annual rainfall is predicted to decrease by five per cent by 2070 (median value) – primarily impacting the 'cool' season – while there is also an expectation of a year-round increase in temperatures. This presents a challenge for the region, as there will be an increased demand for urban water resulting from population growth together with a hotter drier climate.<sup>ii</sup>



Irrigator spraying onto crops. Courtesy: Central Highlands Water





**Central Highlands**

**POPULATION GROWTH**

**160,000** NOW (2018)

**225,000** BY 2040 <sup>1</sup>



**40%**  
INCREASE



**THE REGION**

- DRYLAND PASTURE **63%**
- NON-FARMLAND **20%**  
(RURAL LIVING, ROADS AND WATER BODIES)
- BROAD ACRE CROPPING **8%**
- NATIVE VEGETATION **5%**
- HORTICULTURE **3%**
- URBAN **1%**



**CHANGE IN RAINFALL**



**6-7%**  
DECREASE

BY 2070 <sup>2</sup>



**TEMPERATURE**



**1.4-2.5°C**  
INCREASE

BY 2070 <sup>3</sup>

**WATERWAYS**

**50%**  
CORANGAMITE

**46%**  
NORTH CENTRAL



IN 'MODERATE'  
STREAM CONDITION <sup>4</sup>

<sup>1</sup> Victoria in Future

<sup>2</sup> Guidelines for Assessing the Impact of Climate Change on Water Supplies in Victoria (2016)

<sup>3</sup> Guidelines for Assessing the Impact of Climate Change on Water Supplies in Victoria (2016)

<sup>4</sup> Corangamite CMA Waterway Strategy and North Central CMA Waterway Strategy





# The case for IWM in the Region



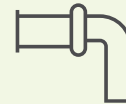
## Safe, secure and affordable supplies in an uncertain future

The Central Highlands region sources water from a number of catchments both locally within the region, and from outside the region via the Goldfields Superpipe. The Goldfields Superpipe is an important element of the Victorian water grid, which provides water from northern Victoria to ensure security of supply for urban customers in Ballarat. The primary source of water for the region is surface water and groundwater supplies along with local utilisation of recycled water and urban stormwater.

Potable water services are currently provided to cities and towns in the region via 15 water supply systems. The Region faces several challenges over the next 50 years from climate change impacts on supply and a steadily increasing population. Urban water supply is relatively secure, though some scenarios could result in shortfalls in some towns if future actions are not implemented. The provision of alternative water sources and demand management are key strategies to avoid shortfalls.<sup>iii</sup>



Passive irrigation of street trees with stormwater. Courtesy: e2Design Lab



## Effective and affordable wastewater systems

There are reticulated sewage systems to nearly 59,000 properties across the region. These systems collect and treat sewage at 13 wastewater management facilities.<sup>iv</sup> In addition to these facilities there are many small towns in the region which typically use onsite septic systems to treat their wastewater. Small town wastewater management is an important issue across the region from an environmental, health, technical, governance and financial perspective. The most effective strategy for wastewater management combined with town planning and the provision of other infrastructure needs is being investigated through partnerships between local councils and Central Highlands Water in towns including Talbot, Wallace and Bungaree. A major upgrade program to the Blackwood septic management scheme is also being delivered by multiple partner organisations.

There are currently 18 water reclamation schemes in the Central Highlands region. These deliver Class A, B and C water to sites operated both by Central Highlands Water and third-party customers.<sup>v</sup> Recycled water is primarily utilised for irrigation of agricultural land and local sporting facilities and parks. Recycled water use in the region totals around 1.6 gigalitres (GL), while additional treated wastewater is reused for operational purposes. The remainder of treated wastewater (approximately 7 GL), primarily originating in the Ballarat area, is returned to waterways. Future 'excess' treated wastewater is an important potential resource for the region.



### Avoided or minimised existing and future flood risks

Floodplains are a valued part of the ecosystem in the Central Highlands region. The 'flooding' process provides essential nutrients to the region's agricultural land, but major flood events can also have significant impacts on agricultural economies.

In an urban context, flooding is more of a challenge. The major urban centre of Ballarat as well as many smaller centres are located on waterways and floodplains. Significant economic damage has been experienced from flooding on several occasions, with notable events effecting Ballarat CBD, Miners Rest and Delacombe, as well as the towns of Carisbrook, Clunes and Creswick. Climate change is predicted to bring more intense rainfall events which may create further flooding challenges. It is essential to manage the economic, social, environmental and cultural values from floodplains in a balanced way whilst also having regard for their inherent risks. This will be particularly relevant in the context of increased extreme rainfall events, urban growth and increased imperviousness in catchments.

Projects to reduce flood risk to homes and businesses often provide an opportunity to support IWM. Retention basins in open space areas can also be utilised as water treatment areas or providing dual storage for flood retention and water harvesting. Integration of green infrastructure also contributes to reduced flows to drainage systems, helping to reduce flood risk in urban areas.



### Healthy and valued waterways, wetlands and water bodies

Positioned high in a number of catchments, the region incorporates areas managed by four catchment management authorities – North Central, Glenelg Hopkins, Corangamite and Wimmera. Each has identified priority waterways their respective Regional Waterway Strategies<sup>vi</sup>, including the Yarrowee–Leigh, Moorabool, Avoca and Loddon River as well as a number of important smaller waterways such as Tullaroop Creek and Burrumbeet Creek. Some waterways are also important for urban supplies and have significant public health benefits. The Leigh and Moorabool Rivers are also key contributors to RAMSAR listed wetlands in the Barwon region. There are a series of important waterbodies and wetlands in the region that provide ecological, amenity and recreational benefits, including Lake Burrumbeet, Lake Wendouree, Lake Victoria and Daylesford Lake. In many cases, waterbodies and waterways provide a centrepiece to the towns in the region, influencing the identity, character and economic success of local communities. The well-documented drying of Lake Wendouree in Ballarat had serious economic effects for local businesses and communities.

Waterways, wetlands and waterbodies of the region are embraced by the urban and rural communities for their aesthetic, recreational, tourism and restorative appeal. These values are challenged by poor water quality and are suffering from degradation due to surface water runoff from impervious surfaces, untreated stormwater and wastewater discharges. Some waterways are also suffering from flow stress due to water extractions for urban supply, agricultural and stock water.

There is a need to take a whole of catchment approach to waterway health, recognising both the urban and rural impacts on waterways and waterbodies and the varying needs and values connected to waterways. Many of the waterways and wetlands in the area contain a rich and diverse range of important cultural heritage sites and form a culturally important and significant part of country for Traditional Owner groups in the region. Empowering Traditional Owners to restore and enhance waterways and riparian land will support passing on of healthy water to neighbouring groups and the restoration of significant sites. Dja Dja Wurrung Clans Aboriginal Corporation already have an active Care for Country team, and this is a focus for Wadawurrung to develop in the medium-term.



## Healthy and valued landscapes

Healthy landscapes are valued in the Central Highlands region, playing a key role in the success of urban and rural communities.

The support of well-connected public open space and recreational areas within the urban environment are important for liveability, health and well-being. The landscapes adjoining waterways are often important for active transportation and recreation. Corangamite CMA and City of Ballarat have actively invested in improving parts of the Yarrowee River corridor through the Breathing Life into the Yarrowee project, and the Living Moorabool Project brings focus to improving the health of the Moorabool River.

Many of the Councils in the region are actively promoting healthy and valued landscapes that integrate land use and water planning. The award-winning Greening Ballarat: A Green-Blue City Action Plan aims to green Ballarat while harnessing stormwater as a key resource. The City of Ballarat has a target for 40% tree canopy cover for the city which outlines its ambition. Other councils in the region have similar plans and recognise greening as a key strategy to underpin economic activity and well-being outcomes.

Healthy rural landscapes are also a priority in the region, and there is often a close connection between urban and rural land and water management. Agriculture is a key support industry for rural towns and also a large water user. Urban areas generate recycled water and stormwater which can be utilised to support nearby rural water needs in some areas, creating a mutually beneficial relationship between economies.



## Community values reflected in place-based planning

The relationship between public health and wellbeing, and the environment is becoming increasingly recognised as an area of importance. The creation of greener neighbourhoods and providing residents with access to waterways and green space has the potential to support environmental, social and economic outcomes.

Development of new areas and redevelopment of existing areas provides an opportunity to actively engage communities in planning and design, helping to increase dialogue to aid understanding and education around water. Key development areas such as Ballarat West provide opportunities to enhance local waterways, deliver recreational space and harness new water sources to achieve benefits for communities, including health and well-being. Given the diversity of urban areas in the region, there is a need for a similarly diverse approach to engage and recognise community needs.



## Jobs, economic benefits and innovation

Major industries in the region include manufacturing (including food processing), mining and agriculture. One of the economic strengths of the region is its diversity. The regional economy is projected to grow, and education, tourism and hospitality display higher growth in recent times than traditional industries.

Several studies have captured the potential for the region to develop innovative food production systems to meet the demands of a growing population. These could include increased utilisation of hydroponics and aquaculture as well as expansion of the diversity of primary production to include more viticulture and horticulture. A sustainable water supply will be an asset to the region in developing and expanding these industries.

Water plays a key role in supporting industry and economic development in the region. The potential for reticulated water and sewerage services in some small towns has been highlighted as a potential catalyst for regional growth and development. The significant tourism and recreation economy in the region is also strongly linked to the health and amenity provided by the region's waterways, lakes and towns. Raw and recycled water supplies also support agricultural economies in the region. As water supply challenges emerge, there is opportunity for innovation and collaboration with industry to ensure economic development and water planning are coordinated.

# Success stories

The Central Highlands region has many examples of successfully delivering integrated water management plans and projects through collaboration between state and local government, regional agencies, communities, planning bodies, education institutions and the private sector. The two case studies below highlight a proven ability to work collaboratively, respond to challenges, identify opportunities, plan for success and deliver outcomes across the region.

## Evolution of waterway care in the Central Highlands Region

Stakeholder collaboration, strategy development and implementation of on-ground works has evolved considerably for waterways across the Central Highlands region. A coordinated effort and a strong focus on integration, community participation, values and aspirations has enabled priorities to be set, regional work programs to be outlined and investment to be guided by clear strategies for our rivers and wetlands.

The Regional Waterway Strategies utilise community involvement to define outcomes and actions for our waterways. They align with the directions and policies of the Victorian Waterway Management Strategy and the objectives and actions from Regional Catchment Strategies. They also build on and replace the foundation work that was created with the development of River Health Strategies in the mid-2000s.

Increasingly, the management of waterways considers the range of economic, social, environmental and cultural values a waterway can provide. Waterways are often a focal point for collaboration where Catchment Management Authorities, Traditional Owners, Councils, Water



Yarrowee River. Courtesy: Central Highlands Water

Authorities and community groups work together to achieve multiple outcomes. A range of collaborative initiatives have also shaped on-ground action to deliver key waterway projects and improvements, including:

- Living Moorabool Project
- Breathing Life into the Yarrowee Project
- Harnessing Ballarat's Stormwater
- Victorian Volcanic Plains and Land Stewardship Project
- Connected Landscapes Project
- Implementing seasonal watering proposals
- Delivering detailed work programs within catchment zones
- Using partnership delivery models with public and private land managers, water corporations, local government and the community (e.g. Landcare networks, Friends groups and Waterwatch) under the framework of integrated catchment management.

## Ballarat Urban Water Supply Journey

At the height of millennium drought, Ballarat was a city in water crisis with dry lakes, brown recreational areas, dusty sporting grounds, floundering gardens and community event cancellations. It was a city struggling to maintain its basic drinking water needs. The impact of the loss of aquatic recreational events and tourism due to a dry or depleted Lake Wendouree and restricted irrigation of the Ballarat Botanical Gardens during the drought had an \$18.9 million per year impact on the local economy.

Over the past decade, the planning paradigm has shifted from responsive crisis mode to a systematic planning approach. This evolution of planning maturity initially created a series of collaborative projects and initiatives that alleviated drought impacts and generated support and leverage to create long term plans and build a secure water future. This commitment to strengthening the community through collaboration and sustainable

planning has culminated in an ongoing commitment to utilising integrated water management approaches to create green-blue community infrastructure.

In 2005 a long term solution was developed for Lake Wendouree comprising the provision of 600ML/year of recycled water from the Ballarat North Wastewater Treatment Plant and 250ML/year from stormwater harvesting. Following the success of this solution, the City of Ballarat identified that lake water could be used for irrigating not only the Ballarat Botanical Gardens, but a range of sporting facilities and local parks. As a result, an enlarged stormwater harvesting and distribution scheme was progressively implemented from 2010 to 2012, to provide a secure supply of non-drinking water to maintain Ballarat's major gardens and sports venues.

Since then Ballarat has furthered its integrated water management journey with the delivery of key strategies, plans and projects for the Ballarat community, including:

- Ballarat North Class A Recycled Water Facility
- Greening Schools Project
- Ballarat West Groundwater Project
- Greening Ballarat, A Green-Blue City Action Plan
- A Greener More Vibrant and Connected Ballarat
- Flood Risk and Opportunity Mapping
- Central Highlands Water Urban Water Strategy
- Ballarat Integrated Water Management Plan

Moving forward the focus remains around implementing integrated water management actions, investigations and projects to deliver on the community's vision of "a greener, more liveable and prosperous water future for the city and towns of the Ballarat region".



Greening Schools Project. Courtesy: Central Highlands Water







## Chapter 3

# IWM opportunities

A portfolio of IWM projects and strategies for which IWM collaborative partners have committed themselves to applying their best endeavours to progress.

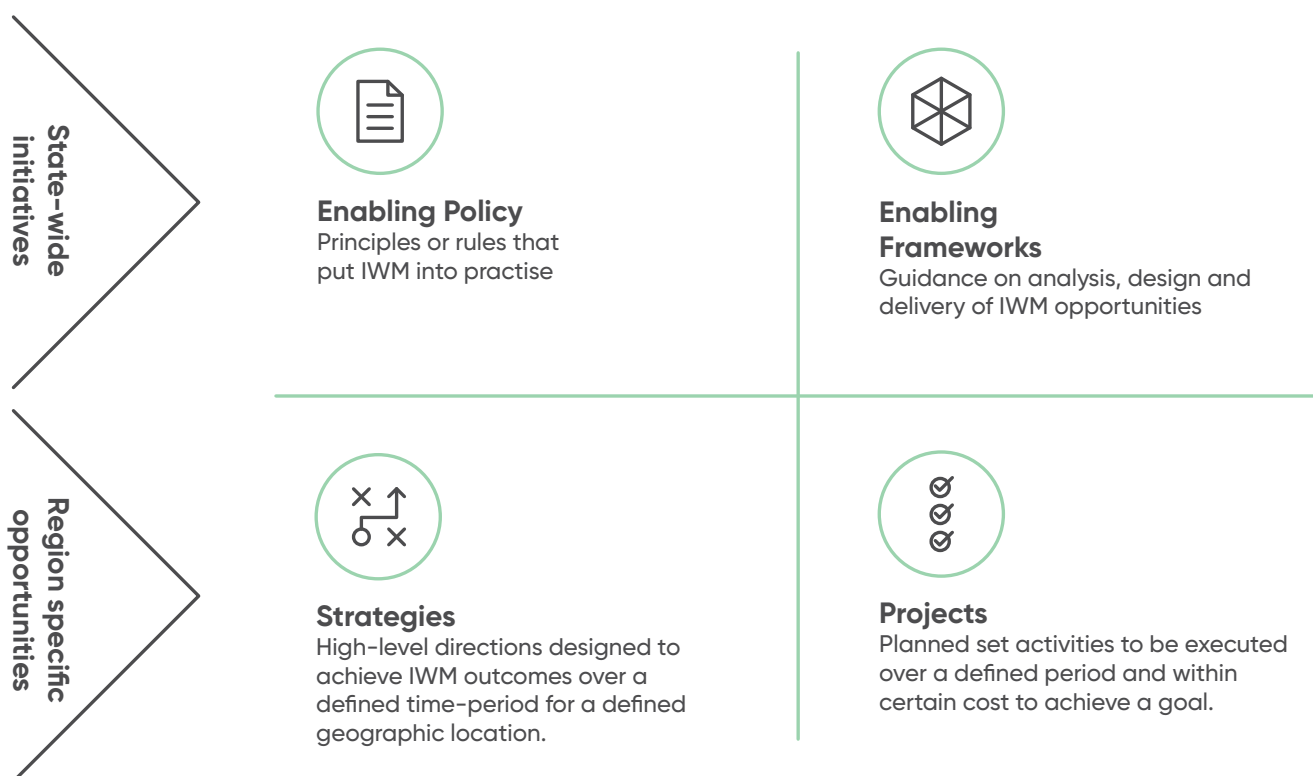
# State-wide and region specific initiatives

This document outlines priority IWM opportunities for the Central Highlands region. This includes strategies that will direct IWM in the region and specific projects that will deliver outcomes on-the-ground. To ensure IWM opportunities are successful and delivered efficiently, work is also being done at a state-wide level.

Across Victoria, IWM Forum members are identifying a range of strategic policy and framework enablers to address barriers to integrated water management and planning and achieve water related benefits in priority areas. A prioritised list of enabling policies and frameworks is being consolidated by DELWP.

A Resilient Cities and Towns (RCT) Reference Group has been established to support the implementation of integrated water management and planning across the state. The Reference Group provides advice to DELWP on the development and implementation of key initiatives in relation to policy, processes or knowledge gaps.

## IWM framework at a State-wide and regional level

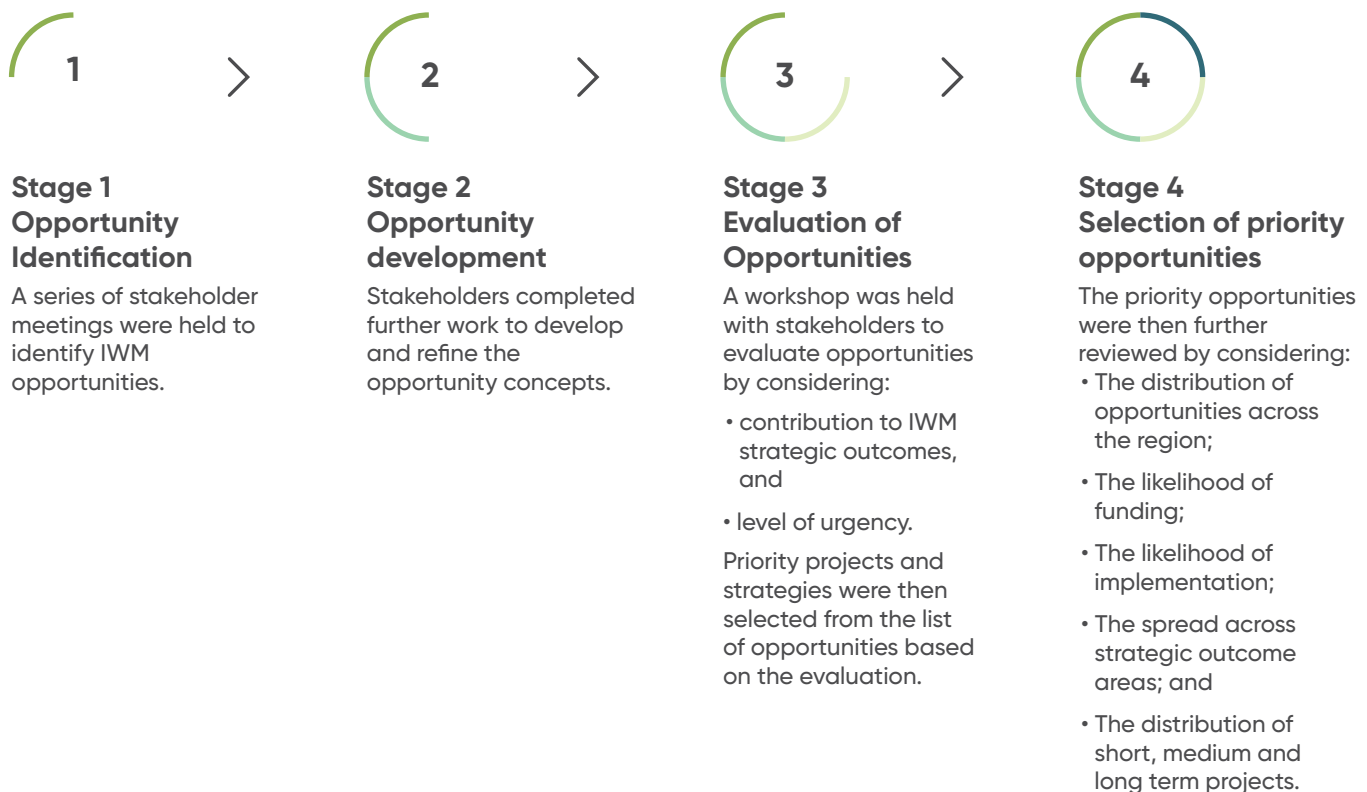


# IWM opportunities: How were they selected?

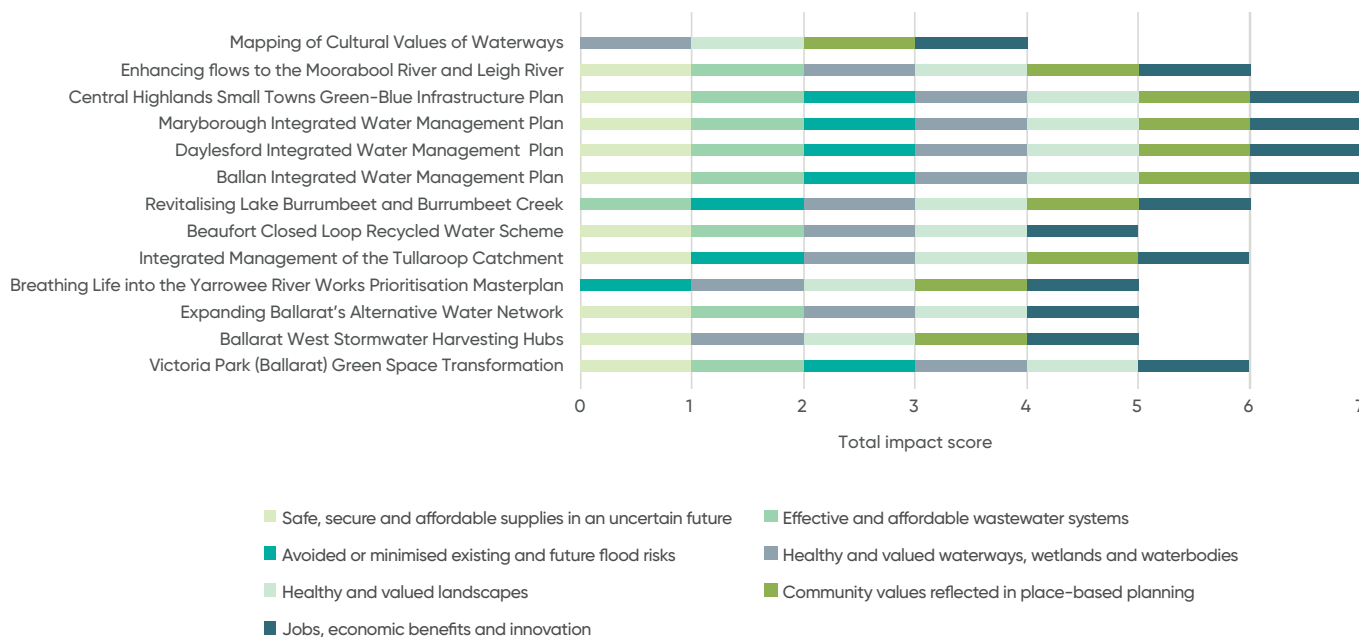
IWM opportunities that link to and address IWM challenges for the region were identified and developed by the nominated practitioners of participating organisations. The process was an iterative, transparent and inclusive approach, as outlined below.

This list of opportunities is dynamic and will be reviewed and updated as required to reflect the Forum's priorities.

## The IWM opportunity prioritisation process



# Impact of IWM opportunities on the Forum's strategic outcomes

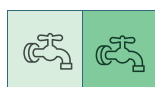


# IWM project & strategy opportunities – overview

IWM opportunity	Strategic outcomes							Location	Scale
Mapping of Cultural Values of Waterways								Wadawurrung and Dja Dja Wurrung Country	Inter-forum
Enhancing flows to the Moorabool River and Leigh River								Ballarat and Moorabool River	Inter-forum
Central Highlands Small Towns Green-Blue Infrastructure Plan								Region-wide	Forum area
Maryborough Integrated Water Management Plan								Maryborough and Carisbrook	Town/City
Daylesford Integrated Water Management Plan								Daylesford	Town/City
Ballan Integrated Water Management Plan								Ballan	Town/City
Revitalising Lake Burrumbeet and Burrumbeet Creek								Burrumbeet catchment	Sub-catchment
Beaufort Closed Loop Recycled Water Scheme								Beaufort	Town/City
Integrated Management of the Tullaroop Catchment								Tullaroop Creek catchment	Sub-catchment
Breathing Life into the Yarrowee River Works Prioritisation Masterplan								Yarrowee River	Sub-catchment
Expanding Ballarat's Alternative Water Network								Ballarat	Lot scale
Ballarat West Stormwater Harvesting Hubs								Ballarat West	Lot scale
Victoria Park (Ballarat) Green Space Transformation								Ballarat	Lot scale

The status of each IWM opportunity included in the Priority Portfolio reflects the phase of work to be undertaken in this time period.

## Shade scale



No Impact    Impact

A summarised list of priority IWM opportunities is shown in the table below, with more detail in the following section. Please note that this list is dynamic and will continue to be updated to reflect the current Central Highlands Region IWM Forum's priorities and opportunities.

The projects are grouped in four themes, but are not ranked. Partners of the Forum are committing their best endeavours to ensure priority projects and strategies are progressed in line with the shared vision and strategic outcomes of the IWM Forum.

Lead agency for collaborative opportunity	Quick win	Status
Wadawurrung AC and Dja Dja Wurrung AC	Y	
Corangamite CMA, Wadawurrung AC	N	
Central Highlands Cluster of Councils	N	
Central Highlands Water	Y	
Central Highlands Water	N	
Central Highlands Water	N	
DELWP Grampians and Glenelg Hopkins CMA	Y	
Pyrenees Shire Council	Y	
North Central CMA	Y	
City of Ballarat	Y	
Central Highlands Water	Y	
City of Ballarat	Y	
City of Ballarat	Y	

**Project opportunity status**



**Strategy opportunity status**



# Priority Portfolio of IWM projects and strategies

## Regional enablers

Three projects have been identified which would enable the delivery of IWM across the region. These are highly collaborative opportunities with broad reach that will benefit a large number of stakeholders and support and elevate integrated water management.

### ACTION CH1

#### Mapping of the Cultural Values of Waterways

There is an opportunity to identify and map cultural sites and values along waterway corridors in the region. This will create a knowledge base that can be managed by traditional owner groups and used to inform management of waterways and water bodies.

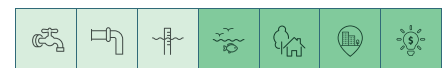
This knowledge base can feed into Cultural Heritage Management Plans to streamline the process, but can also provide a clear pathway for traditional owner involvement and management of information.

A similar process has been piloted by the Murray Lower Darling Rivers Indigenous Nations (MLDRIN) group of Traditional Owners to facilitate collaboration.

This project is an initial stage whereby Traditional Owners can build a knowledge base and resources to ultimately support Care for Country teams taking an active role in waterway management. Priority reaches will be identified as first projects, and these may include other waterway projects listed in this document.

#### Next steps

1. Assemble stakeholders and secure commitment to an agreed initial scope of works
2. Secure funding and resources
3. Identify initial waterways for survey and mapping



<b>Status</b>	<div style="width: 20px; height: 10px; background-color: #c8e6c9;"></div>
<b>Lead Agency</b>	Wadawurrung + Dja Dja Wurrung Clans Aboriginal Corporation
<b>Implementation Partners</b>	North Central Catchment Management Authority, Corangamite Catchment Management Authority, Glenelg Hopkins Catchment Management Authority, DELWP Grampians, Central Highlands Water, Local Councils
<b>Location</b>	Wudawurrung and Dja Dja Wurrung Country
<b>Cost</b>	To be estimated
<b>Timeframe</b>	Complete initial waterway mapping in 1-3 years
<b>Scale</b>	Inter-forum



Mooroobull Yaluk Kuwin River Day with Wadawurrung Community. Courtesy: Wadawurrung



## ACTION CH2

### Enhancing flows to the Moorabool River and the Leigh River

The Moorabool and Leigh River are on the Traditional Lands of the Wadawurrung people who have had an ongoing connection with the river for thousands of generations.

The Moorabool River is one of the most stressed waterways in the state, and the Leigh River is heavily influenced by stormwater and treated wastewater inflows from Ballarat. Both rivers flow into the Barwon and Lower Barwon River which contains RAMSAR listed wetlands. Climate change and growing populations in both Ballarat and Geelong will continue to place further pressure on these significant river systems. Improvements to the volume and timing of inflows to these rivers will protect the plants and animals dependent on them. Protecting the diversity of life dependent on the rivers is critical to maintaining both environmental and cultural values into the future, particularly as climate change and other impacts influence natural flows.

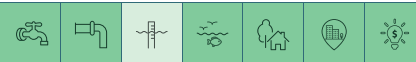
The Ballarat IWM Plan examined possible long term options to capture and harness both recycled water and stormwater flows from urban Ballarat to supplement flows in the Moorabool River, either via offsets supplied from Lal Lal Reservoir in lieu of local alternative water supplies in Ballarat, or by direct transfer. This management of urban flows from Ballarat could also benefit the Leigh River. The following actions were recommended by the plan to determine a preferred strategy, in the next 2-3 years:

- Undertake a study for the Yarrowee–Leigh to understand the cultural and environmental flow needs of the river. Flow recommendations and water recovery targets are already in place for the Moorabool River.
- Once new local diverse supply options have been identified and the corresponding water recovery volumes and timing are calculated, environmental and cultural outcomes to the Moorabool and Yarrowee/Leigh Rivers will be able to be assessed against the flow requirements of these important river systems.

The Long Term Water Resource Assessment (LTWRA) and Central Region Sustainable Water Strategy (SWS) will consider the overall strategy for the rivers and associated supplies across the broader area, but this project will produce important information to feed into the SWS.

#### Next steps

1. Secure resources and/or funding
2. Complete investigations required to underpin feasibility of offset or transfer options

	
<b>Status</b>	
<b>Lead Agency</b>	Corangamite CMA, Wadawurrung
<b>Implementation Partners</b>	Central Highlands Water, City of Ballarat, Moorabool Shire Council, Southern Rural Water, DELWP, Barwon Water
<b>Location</b>	Moorabool and Leigh River Catchments
<b>Cost</b>	<\$100,000 for system modelling \$100,000 for improved monitoring
<b>Timeframe</b>	Short-term investigations to be completed within 2 years to support the long-term options
<b>Scale</b>	Inter-forum



Moorabool River.  
Courtesy: Corangamite CMA

## ACTION CH3

### Central Highlands Small Towns Green-Blue Infrastructure Plan

While the major urban areas in the Central Highlands Region (Ballarat, Maryborough, Daylesford and Ballan) will be the subject of dedicated IWM Plans, there are many other smaller towns across the region where there are excellent opportunities to deliver IWM outcomes, especially green-blue infrastructure.

This plan for small towns in the region would identify, review and prioritise opportunities against a consistent set of criteria and then include case studies and design templates for delivery of common types of green-blue infrastructure that are appropriate to small towns. By developing this plan at a region wide scale, it will become an efficient analysis, and allow the best investments to be taken forward by partners. It is also an opportunity for capacity building and knowledge sharing in shire councils. As this is a collaborative project across councils in the region, seed funding is needed to support the project.

It is expected the key green-blue infrastructure opportunities in small towns will include:

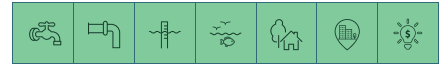
- Urban water alternative supply schemes for ovals, parks and local industry;
- Street tree and urban greening projects supported by water;
- Urban waterway restoration and improvement;
- WSUD and stormwater management projects;
- Planning controls and policies to influence developments in greenfield and infill areas.

#### Next steps

1. Develop scope with partners
2. Obtain funding for collaborative project and assign project officer
3. Assemble project control group



The town of Clunes. Courtesy: Hepburn Shire Council



<b>Status</b>	██████████
<b>Lead Agency</b>	Central Highlands Councils Victoria (CHCV)
<b>Implementation Partners</b>	Hepburn Shire Council, Moorabool Shire Council, Golden Plains Shire Council, City of Ballarat, Central Goldfields Shire Council, Pyrenees Shire Council, Central Highlands Water, DELWP, Dja Dja Wurrung Clans Aboriginal Corporation, Wadawurrung
<b>Location</b>	Region-wide
<b>Cost</b>	\$50,000 - \$100,000
<b>Timeframe</b>	Medium-term
<b>Scale</b>	Forum area

## Prioritising action in major urban centres

Alongside Ballarat, where prioritisation of IWM projects has recently been done under the Ballarat IWM Plan, there are three major urban areas in the region where opportunities need to be scoped and prioritised for action. IWM Plans are planned for each town, with work already underway in Maryborough.

### ACTION CH4

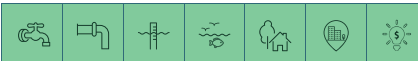
#### Maryborough Integrated Water Management Plan

An IWM Plan is currently being developed for Maryborough (including the neighbouring areas of Carisbrook and Flagstaff). The objectives of the Plan are to enhance water resources, support urban greening and liveability, improve the health of local waterways and water bodies and drive economic and social benefits in the area. The Plan considers all aspects of the urban water cycle and will prioritise a series of IWM projects for detailed analysis. The priority projects emerging from the Plan which will deliver the greatest benefits to Maryborough include:

- Creation of a non-potable water supply network to key demands across the town.
- Harnessing stormwater for local irrigation demands and as a strategy for salinity reduction in recycled water.
- Enhancement of Lake Victoria through improvement of amenity and water quality.
- Linking of urban lakes including Lake Victoria, Phillips Gardens and Goldfields Reservoir to provide additional storage and amenity.
- Support of tree planting through passive irrigation to enhance amenity and greening through utilisation of stormwater.
- Support of flood mitigation initiatives prioritised through the Carisbrook and Maryborough Flood Management Plans.

#### Next steps

1. Complete IWM Plan
2. Release for public comment and finalise Plan
3. Implement recommended projects

	
<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #ccc;"></div>
<b>Lead Agency</b>	Central Highlands Water
<b>Implementation Partners</b>	Central Goldfields Shire Council, North Central CMA, DELWP, Dja Dja Wurrung Clans Aboriginal Corporation
<b>Location</b>	Maryborough
<b>Cost</b>	\$100,000 (Funded)
<b>Timeframe</b>	Completed in 2018/19
<b>Scale</b>	Town/city



Maryborough.  
Courtesy: Central Goldfields Shire Council

## ACTION CH5

### Daylesford Integrated Water Management Plan

Daylesford is the third largest urban area in the Central Highlands region, and a town where ongoing growth is forecast. Daylesford and the surrounding communities are an important regional hub with a strong tourism, visitor economy and active communities.

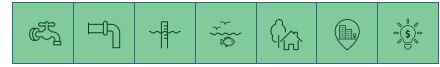
An IWM Plan for Daylesford, Hepburn Springs and surrounding townships would articulate a community vision and identify IWM opportunities to deliver the vision. The IWM Plan will outline priority projects for implementation by Hepburn Shire Council, Central Highlands Water and North Central CMA

These IWM projects would enhance amenity and health of green assets, waterways and waterbodies in the area.

Building on the methodologies established for the Ballarat and the Maryborough IWM Plan, the Daylesford IWM Plan will be delivered in 2019/20. It will consider the whole water cycle and identify and prioritise IWM projects and actions.

#### Next steps

1. Assemble project control group
2. Develop scope of works for Plan
3. Consult with stakeholders and community
4. Develop IWM Plan



<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #ccc;"></div>
<b>Lead Agency</b>	Central Highlands Water
<b>Implementation Partners</b>	Hepburn Shire Council, North Central CMA, DELWP Grampians, Goulburn Murray Water, Regional Development Victoria, Dja Dja Wurrung Clans Aboriginal Corporation.
<b>Location</b>	Daylesford
<b>Cost</b>	\$100,000 - \$150,000
<b>Timeframe</b>	Planned for 2019/20
<b>Scale</b>	Town/city



Lake Daylesford. Courtesy: Hepburn Shire Council

## ACTION CH6

### Ballan Integrated Water Management Plan

Ballan is a growing urban area in the Central Highlands Water region, which also lies in the Werribee IWM Forum area. There is opportunity to collaborate across Forum areas to develop a holistic IWM Plan for the town, which is forecast to grow substantially. The town's water supply is drawn from the same network that supplies Ballarat and also impacts on the flow-stressed Moorabool River.

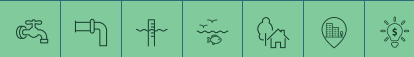
Ballan is an important regional town and a growth area close to Melbourne. There is opportunity for IWM projects to enhance amenity and health of green assets, waterways and waterbodies in the town.

The plan would articulate a community vision and identify IWM opportunities to deliver the vision and outline priority projects for implementation by Moorabool Shire Council, Central Highlands Water and Melbourne Water.

Building on the methodologies established for the Ballarat and the Maryborough IWM Plan, the Ballan IWM Plan will be delivered in 2020/2021. It will consider the whole water cycle and identify and prioritise IWM projects and actions. This project would be coordinated with the Werribee IWM Forum since Ballan sits on the border of the forums.

#### Next steps

1. Assemble project control group
2. Develop scope of works for Plan
3. Consult with stakeholders and community
4. Develop IWM Plan

	
<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #ccc;"></div>
<b>Lead Agency</b>	Central Highlands Water
<b>Implementation Partners</b>	Moorabool Shire Council, Melbourne Water, Southern Rural Water, Wadawurrung, Werribee IWM Forum
<b>Location</b>	Ballan
<b>Cost</b>	\$100,000
<b>Timeframe</b>	Planned for 2020/2021
<b>Scale</b>	Town/city



Ballan new tank and old basin. Courtesy: Central Highlands Water

## ACTION CH7

### Revitalising Lake Burrumbeet and Burrumbeet Creek

There is an opportunity to revitalise sections of Burrumbeet Creek and improve Lake Burrumbeet through collaborative planning and investment, bringing great benefit to communities in Ballarat and Traditional Owners as well as visitors, protecting and enhancing natural and cultural values and improving these priority assets.

Lake Burrumbeet and its feeding creek, Burrumbeet Creek (which runs through northern Ballarat) are currently managed and influenced by a range of organisations, but no overarching action plan exists. This project will work with the community and key stakeholders to develop a coordinated plan for action for creek and the lake.

Specific actions for Lake Burrumbeet:

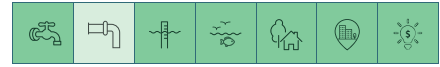
- An integrated plan for management and use that will take into account natural, cultural and recreational values and future aspirations for the Lake;
- Consideration of influence of flows and water quality from Ballarat North Waste Water Treatment Plant and local runoff to determine possible actions for enhancement.
- A management and enhancement plan for Lake environs, including wetlands on private land.

Specific actions for Burrumbeet Creek:

- Prioritisation of sites for waterway stabilisation and ecological restoration based on recommendations in the Ballarat IWM Plan.
- Identification of sites that can incorporate or enhance cultural values and support use by Traditional Owners and offer education for the broader community.

### Next steps

1. Appointment of DELWP project officer to undertake initial community engagement and develop a management framework for Lake Burrumbeet (underway)
2. Secure funding for collaborative project
3. Appoint collaborative project group
4. Undertake broader engagement with community, Traditional Owners and key stakeholders
5. Undertake management and works prioritisation planning
6. Implementation



<b>Status</b>	
<b>Lead Agency</b>	DELWP Grampians and Glenelg Hopkins CMA
<b>Implementation Partners</b>	City of Ballarat, Central Highlands Water, Wadawurrung, Southern Rural Water, land holders, Parks Victoria, Friends of Lake Burrumbeet, Department of Fisheries, Community Groups
<b>Location</b>	Burrumbeet catchment
<b>Cost</b>	Project Officer funded, additional costs to be estimated
<b>Timeframe</b>	Opportune time for delivery and completion of first planning and prioritisation stage in next 18 months
<b>Scale</b>	Sub-catchment



Tullaroop Creek.  
Courtesy: North Central CMA

## ACTION CH8

### Beaufort Closed-Loop Recycled Water Scheme

This project will enable a closed loop recycled water scheme to manage all of the Beaufort community's wastewater within the urban environment through irrigation for the local golf course, school, recreation reserve and numerous sporting facilities.

This project will utilise recycled water from the Beaufort's wastewater treatment plant for greening of local community assets. Utilisation of an alternative water source for irrigation will achieve environmental outcomes, make use of fit-for-purpose water and enhance amenity and recreation outcomes for the town.

The project is a partnership between Central Highlands Water and Pyrenees Shire Council. To date, a feasibility study of the scheme has been completed, but further funding is required to complete detailed design.

#### Next steps

1. Secure co-investment funding
2. Undertake detailed design
3. Implement project

	
<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #c8e6c9;"></div>
<b>Lead Agency</b>	Pyrenees Shire Council
<b>Implementation Partners</b>	Central Highlands Water, Beaufort Golf Club, local schools, Wadawurrung
<b>Location</b>	Beaufort
<b>Cost</b>	Capital cost of \$2.7 million (including \$300,000 for detailed design)
<b>Timeframe</b>	Detailed design to be delivered next year and could be implemented within 2 years, funding dependant.
<b>Scale</b>	Town/city

## ACTION CH9

### Integrated Management of the Tullaroop Catchment

A number of water management challenges and opportunities for enhancement exist within the Tullaroop Creek catchment including water quality management, environmental flow requirements, flood risk management, incorporating indigenous values, water trading opportunities and groundwater resource management.

Through collaboration, shared objectives will be formed, and management actions outlined to respond to catchment stressors and enhance the health of Tullaroop Creek. The Tullaroop Creek catchment is a closed system of a manageable scale where multiple tangible benefits can be delivered in the short term to support longer term objectives.

Discussions between organisations have identified that the challenges can be managed through greater collaboration and a more integrated management approach. There is also an opportunity for Dja Dja Wurrung to play a central role in the project as a custodian of the creek. Lessons learned from this project could be transferred to other catchment areas.

#### Next steps

1. Assemble project control group
2. Develop project scope
3. Secure funding
4. Undertake strategy

	
<b>Status</b>	<div style="width: 10%; height: 10px; background-color: #c8e6c9;"></div>
<b>Lead Agency</b>	North Central Catchment Management Authority
<b>Implementation Partners</b>	Goulburn-Murray Water; Central Highlands Water; Dja Dja Wurrung Clans Aboriginal Corporation; Hepburn Shire Council; Central Goldfields Shire, City of Ballarat
<b>Location</b>	Tullaroop Creek Catchment
<b>Cost</b>	To be estimated
<b>Timeframe</b>	Short-term: 1-3 years, with the business case delivered in the next year.
<b>Scale</b>	Sub-catchment

## Building on momentum in Ballarat

Ballarat is one of the country's leaders in IWM principles and practice, with a wide range of projects that have been delivered and which are already underway to diversify urban water sources, improve environmental outcomes and enhance liveability and economic value in the City. Four projects have been selected as priorities to extend, complement and enhance IWM activities in Ballarat, to keep driving forward the City as an exemplar of integrated water management.

### ACTION CH10

#### Breathing Life into the Yarrowee River: Works Prioritisation Masterplan

The Yarrowee River is the centrepiece of Ballarat. However, it's a landscape and ecological feature which could be greatly enhanced. To date, works have focussed on river health improvements, but it is now recognised as a prime opportunity to delivery IWM objectives by enhancing ecological systems, delivering enhanced canopy cover and amenity, enhancing cultural values, revitalising neighbourhoods and commercial areas and supporting active transport and recreation. The Ballarat Plan (City Strategy) and the Ballarat IWM Plan identify the river as a major priority which will deliver multiple benefits.

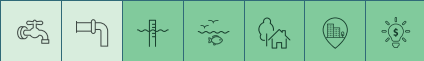
Work has begun as part of the Breathing life into the Yarrowee River project which was funded in 2013, and delivered a series of targeted works to improve vegetation, access and water quality. The project has generated high levels of community interest and engagement and has been highly successful in delivering community outcomes.

An opportunity exists to build on existing momentum and develop a Master Plan that will engage community members, key stakeholders and Traditional Owners to develop a prioritised plan of future investments to reinvigorate and breathe life into the urban reaches of the Yarrowee River corridor. This will ensure that future projects can be implemented in the context of a holistic community vision that delivers maximum benefit along the entire urban reach of the river.

A project working group has been established and a scope of works has been developed.

#### Next steps

1. Finalise commitment and funding from project partners
2. Commission works prioritisation Masterplan
3. Implement priority works

	
<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #4CAF50;"></div>
<b>Lead Agency</b>	City of Ballarat
<b>Implementation Partners</b>	Corangamite CMA, Central Highlands Water, Wadawurrung, DELWP Grampians
<b>Location</b>	Yarrowee River
<b>Cost</b>	\$150,000 - \$200,000 for Master Plan and initial phase implementation
<b>Timeframe</b>	Ready for delivery in 2018-2019
<b>Scale</b>	Sub-catchment



Yarrowee River.  
Courtesy: Central Highlands Water



## ACTION CH11

### Expanding Ballarat's Alternative Water Network

The existing non-potable network in Ballarat has potential for expansion to support irrigation of schools, sporting grounds, parks and commercial purposes.

Concept design work has been completed to demonstrate the feasibility of extending the existing recycled water supply network from Ballarat North Wastewater Treatment Plant to two priority locations for greening in Ballarat:

- Wendouree West Reserve
- Ballarat Secondary College (Mt Rowan Campus)







These schemes will extend non-potable water use in Ballarat and support local communities by providing a fit-for-purpose irrigation source for key recreational spaces.

Further sites have been identified to be connected to the non-potable water network in Ballarat and the network will continue to expand across the city. These two sites have been selected as immediate priorities.

There is future potential to link to the Ballarat West Employment Zone non-potable supply network.

#### Next steps

1. Secure co-investment funding
2. Complete detailed design
3. Construct extensions to the network and irrigation systems

     	
<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #4CAF50;"></div>
<b>Lead Agency</b>	Central Highlands Water
<b>Implementation Partners</b>	City of Ballarat, Mt Rowan High School, Wadawurrung
<b>Location</b>	Ballarat
<b>Cost</b>	\$550,000 for Wendouree West Reserve \$250,000 for Mt Rowan Campus
<b>Timeframe</b>	Delivery within 2 years
<b>Scale</b>	Lot scale



Ballarat North Wastewater Treatment Plant. Courtesy: Central Highlands Water

## ACTION CH12

### Ballarat West Stormwater Harvesting Hubs

Ballarat West Growth Area is growing significantly in the next 20 years over numerous PSP sub-precincts and the development will almost double the urban footprint of Ballarat. The additional stormwater runoff from the new development areas will have fundamental impacts on Winter Creek (adjacent to development) and the Yarrowee River (downstream). New development areas will include irrigated open space and recreation areas and stormwater treatment wetlands. Due to early intervention in the planning process it has been ensured there is opportunity for local stormwater harvesting from wetlands for irrigation, by locating recreational areas within 600m of wetlands. Detailed design and coordination are now required to secure transfer infrastructure to connect stormwater supply to the recreation areas during the development process.

An opportunity exists to create a stormwater harvesting hub with multiple schemes utilising treated urban stormwater to irrigate open spaces in these new development areas. Proactive funding, planning and design can lead to widespread on-ground implementation where infrastructure is installed in a cost-effective manner to derive greatest community benefit.

In the next 5 years, there are focus areas for co-delivery of stormwater harvesting in new development areas. Delacombe Sports Precinct (on-ground 3-5 years), is a large opportunity, where it would be prudent to complete detailed design in coming 12-18 months to be shovel ready.

#### Next steps

1. Secure funding for transfer mains and stormwater harvesting systems
2. Develop coordination process between Council, Developer and Central Highlands Water
3. Undertake detailed design for Delacombe Sports Precinct Construct extensions to the network and irrigation systems



Design and layout for local stormwater harvesting. Courtesy: City of Ballarat

<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #4CAF50;"></div>
<b>Lead Agency</b>	City of Ballarat
<b>Implementation Partners</b>	Central Highlands Water, developers, Corangamite CMA, Wadawurrung
<b>Location</b>	Ballarat West
<b>Cost</b>	\$400,000 capital cost for Delacombe scheme
<b>Timeframe</b>	Coordination process between stakeholders to be established in next 6 months. Detailed design for Delacombe in next 12-18 months.
<b>Scale</b>	Lot scale

## ACTION CH13

### Victoria Park (Ballarat) Green Space Transformation

Feasibility assessments have been completed to harness an alternative water source to provide irrigation to Victoria Park, the key green space in Ballarat. This project will transform Victoria Park, Ballarat's key recreational reserve into a year round green space to support numerous community clubs and attract events as well as enhancing existing lakes and public amenity.

Victoria Park is the major open space for Ballarat and an important asset for communities in the region. City of Ballarat recently developed a Master Plan for the park which identified additional active recreation areas and irrigation needs. The Ballarat IWM Plan identified possible alternative water supplies for irrigation of the park, from either adjoining stormwater drains or the adjacent Lake Wendouree (which is fed by both stormwater and recycled water), utilising existing lakes in the park for storage.

Enhancement of the lake storages and natural treatment and conveyance systems in the park could also significantly improve flood management and amenity in the park. Concept designs and feasibility assessments have been conducted for the proposals.

There is also potential to extend the non-potable water supply network from the park to service other areas.

#### Next steps

1. Secure funding
2. Detailed design
3. Implementation

<b>Status</b>	<div style="width: 100%; height: 10px; background-color: #4CAF50;"></div>
<b>Lead Agency</b>	City of Ballarat
<b>Implementation Partners</b>	Central Highlands Water, DELWP Grampians, Wadawurrung, user groups
<b>Location</b>	Ballarat
<b>Cost</b>	\$600,000 capital cost
<b>Timeframe</b>	Detailed design can be delivered in next 18 months, and could be implemented within 2-3 years, funding dependant.
<b>Scale</b>	Lot scale



Victoria Park. Courtesy: City of Ballarat

# References

- i Central Highlands Water (2017) *Urban Water Strategy*
- ii DELWP (2016) *Climate Ready Victoria – Loddon Mallee Fact Sheet*
- iii Central Highlands Water (2017) *Urban Water Strategy*
- iv Central Highlands Water (2017) *Urban Water Strategy*
- v Central Highlands Water (2017) *Annual Report 2016/2017*
- vi North Central Catchment Management Authority (2014) *Waterways Strategy*,  
Corangamite Catchment Management Authority (2014) *Waterways Strategy*,  
Glenelg Hopkins Catchment Management Authority (2014) *Waterways Strategy*





### 11.2.3 Car Parking Policy and Parking Considerations in Moorabool Shire

#### Introduction

Author: Liam Prescott  
General Manager: Satwinder Sandhu

#### Background

At the Ordinary Meeting of Council on 1 August, 2018 a resolution was passed stating:

*That a report be presented for consideration at an Ordinary Meeting of Council, outlining the steps, issues and options associated with the development of the following policies:*

- *Car Parking Policy that guides the exercise of discretion within the planning permit process, and the grounds upon which discretion should be reasonably considered; and*
- *Introduction of Car Parking Overlay within the Moorabool Planning Scheme.*

A report discussing the above matters was presented to the Council's s86 Growth Management Committee on 24 October, 2018. This report noted that a further report be presented at an Ordinary Meeting of Council.

This report provides further research and discussion on the matter and recommends that Council develop a Car Parking Policy and undertake a Car Parking Study.

#### Issue

There is anecdotal evidence of car parking shortages in Bacchus Marsh and Ballan, limited to certain times and in certain locations. Anecdotal evidence also suggests that increased permit and time-limit car parking restrictions in residential streets have exacerbated car parking congestion in Bacchus Marsh, as restricted streets appear under-utilised during periods of peak demand.

Moorabool Shire car ownership is relatively high compared to Metropolitan Melbourne at 1.9 vehicles per household v 1.7 vehicles (ABS, 2016). This reflects the peri-urban location of the Shire, the location of many households outside town areas and the limited public transport options. The issue of car parking generates a considerable level of interest on an individual level because it reflects a measure of transport accessibility that is experienced on a daily basis.

Moorabool Shire is experiencing significant population growth, particularly in Bacchus Marsh (current pop. 20,000) and Ballan (current pop. 3,000), where a doubling of population is forecast in the next 25 years. This growth will result in increasing densities of commercial and residential use around town and activity centres.

There is no current strategic justification for increased provision of car parking. Previous car parking studies have shown that Bacchus Marsh has been oversupplied with car parking via application of Clause 52.06 rates, and have recommended applying reduced rates, along with improved management of car parking. Site-specific car parking demand assessments by permit applicants have also identified sufficient quantities of on-street car parking within a walkable distance of the town and activity centres, which is acceptable from a strategic planning and community-benefit perspective and should be encouraged. No car parking studies have been undertaken in Ballan.

The generous supply of car parking in the past may have created an expectation of readily available and free car parking but rigidly applying the standard car parking rates is not necessarily desirable, as it imposes a prohibitive cost on new business and enforces poor urban design outcomes which reduce Bacchus Marsh and Ballan’s competitiveness as vibrant town centres.

Council currently assesses car parking (including car parking waivers) through the provisions contained in Clause 52.06 of the Planning Scheme, and guidance contained within several Planning Practice Notes. Car Parking provision within the Planning Scheme is specified in the rates set out in Table 1 of Clause 52.06. An excerpt of these rates is shown in Figure.1. Column A is the standard rate which is applied by default to all land (except where Column B applies). Column B is a reduced rate that applies to land within 400m of the Principal Public Transport Network (PPTN) or where a Parking Overlay applies Column B rates.

The PPTN applies to metropolitan Melbourne and does not include regional towns or cities. Regional towns such as Warragul and Traralgon have chosen to apply the Column B rates to their activity centres as have many metropolitan activity centres. The application of Column B rates to activity centres reflects a reduced need for car parking in areas where car parking is shared between retailers, and the greater availability of public transport to these centres.

Use	Rate	Rate	Car Parking Measure
	Column A	Column B	Column C
Amusement parlour	4	3.5	To each 100 sq m of net floor area
Art & craft centre	4	3.5	To each 100 sq m of net floor area
Betting agency	4	3.5	To each 100 sq m of leasable floor area
Bowling green	6	6	To each rink plus 50 per cent of the relevant requirement of any ancillary use
Child care centre	0.22	0.22	To each child
Cinema based entertainment complex	0.3	0.3	To each patron permitted
Convenience restaurant	0.3		To each patron permitted
		3.5	To each 100 sq m of leasable floor area
Convenience shop if the leasable floor area exceeds 80 sq m	10		To each premises
		3.5	To each 100 sq m of leasable floor area

Figure 1: Excerpt of 52.06 Car Parking Rates



Car Parking Waiver Permit Applications

A review of permit applications within Moorabool Shire was undertaken to evaluate demand for car parking waivers as represented by requests for waiver (also referred to as a ‘reduction’) in car parking. This review did not include an assessment of the number of car parking spaces that were applied for and/or granted in each waiver application.

Mapping of car parking waiver requests in permit applications from 2002-2018 shows that whilst application for waivers were received across the municipality (Fig. 2), applications were primarily received for waivers in the commercial and industrial areas of Bacchus Marsh and Ballan (Fig. 3 and 4).

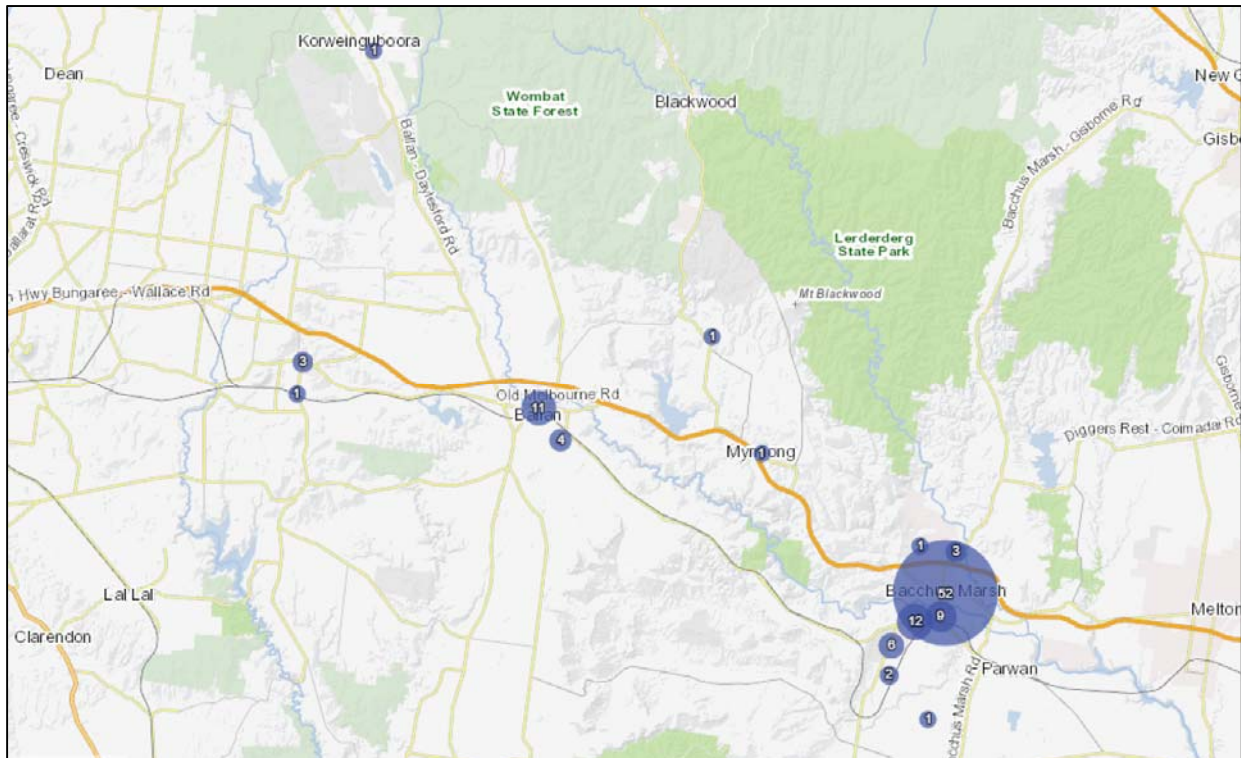


Figure 2: Locations and numbers of waiver applications across Moorabool Shire 2002-2018

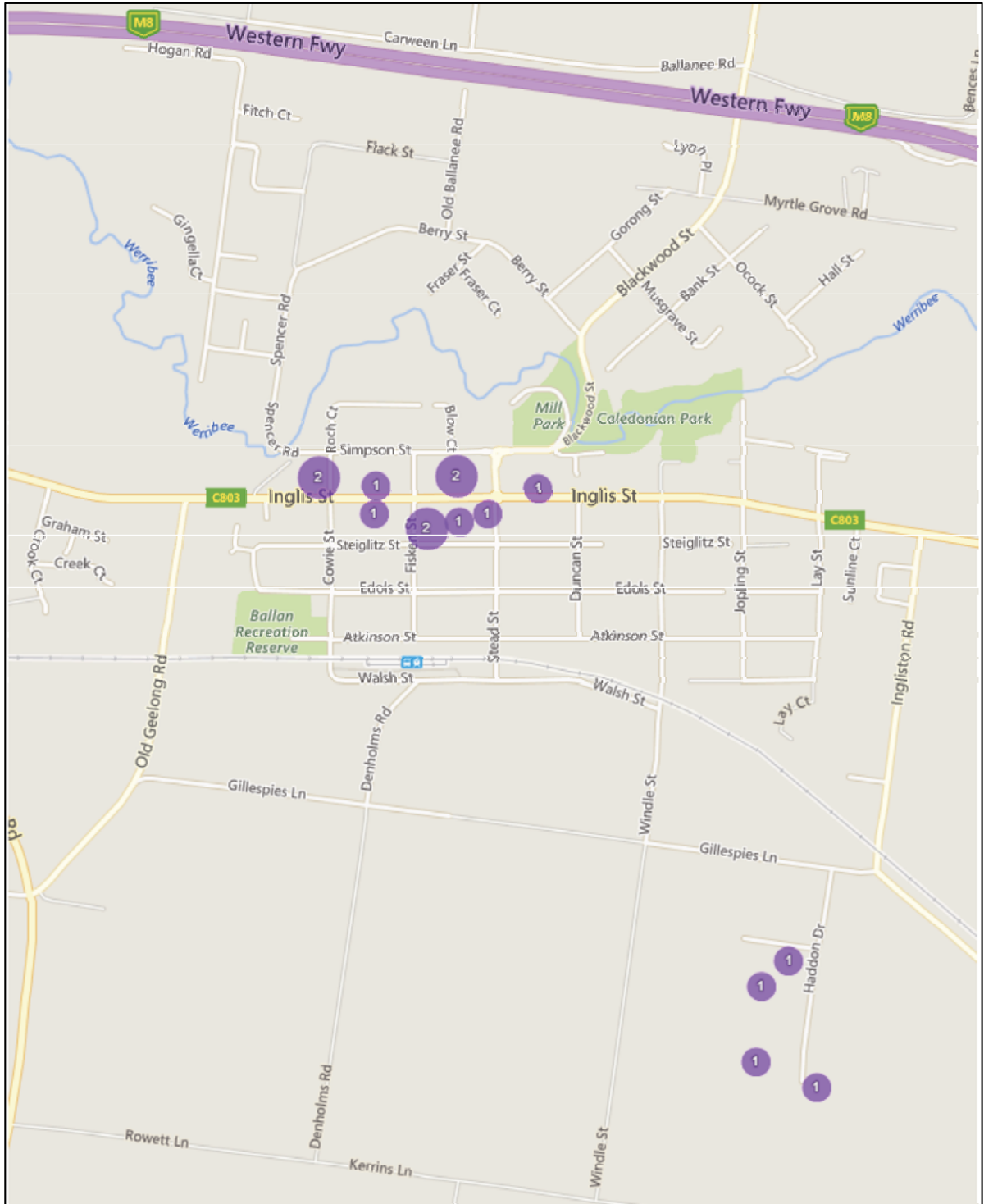


Figure 3: Location and numbers of waiver applications across Ballan 2002-2018

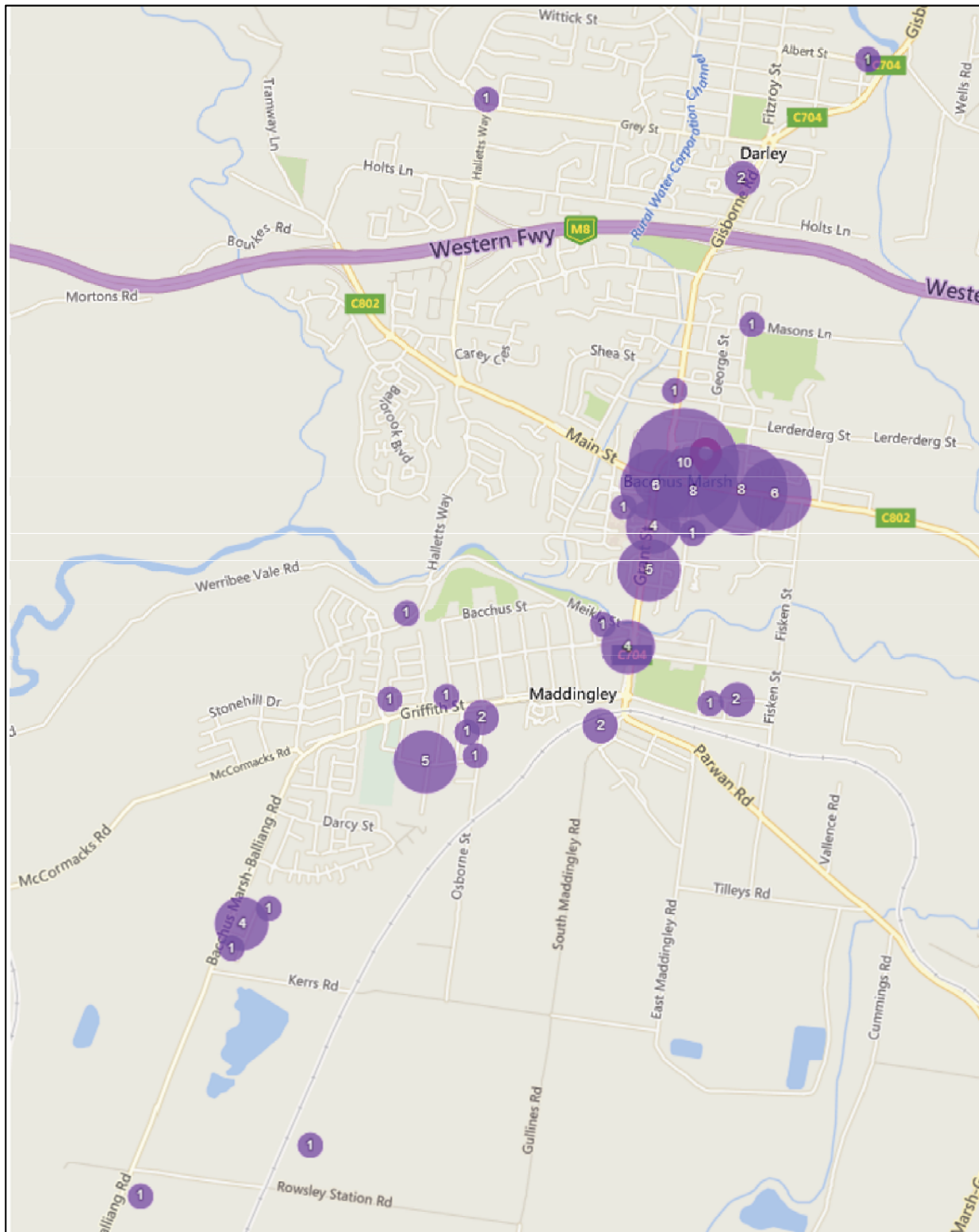


Figure 4: Location and numbers of waiver applications across Bacchus Marsh 2002-2018

Since 2002, there have been 111 separate applications requesting waivers of car parking within Moorabool Shire. The number of applications requesting waivers per year has remained similar, with no increase (Figure 5).

The low number of requests for waivers of car parking is generally reflective of the low number of medium and high-density residential developments within the Shire.

The majority of applications relate to commercial uses within Main Street, Bacchus Marsh precinct. However, it is anticipated that applications for residential waivers may increase, as applications for medium density residential developments requiring visitor car parking increase.

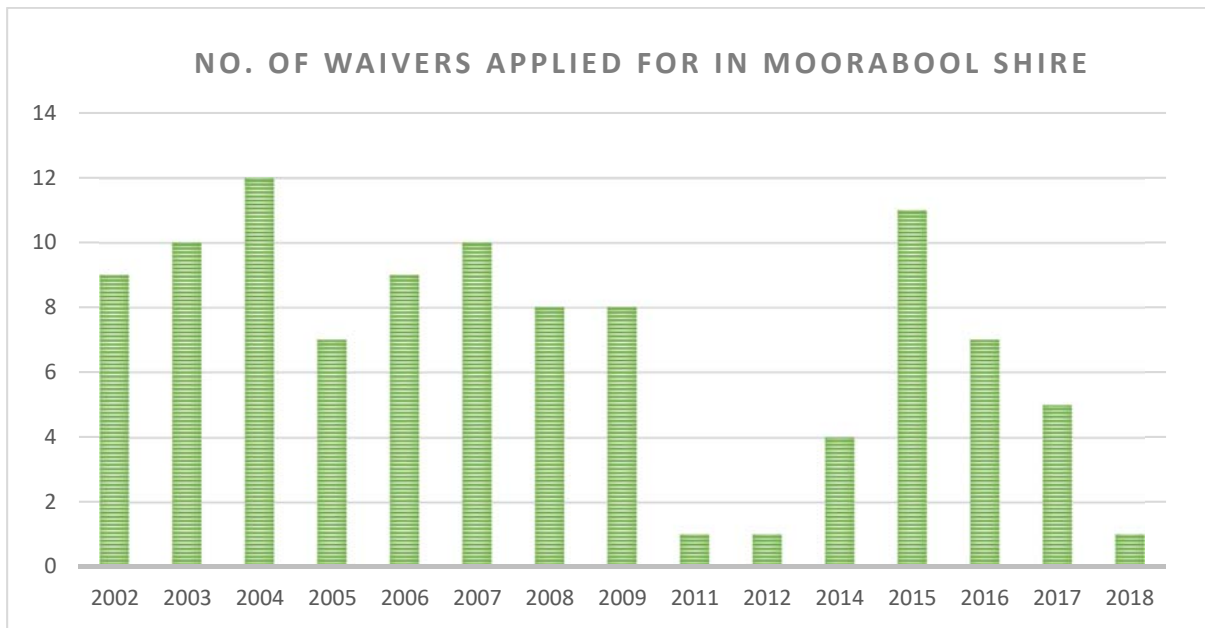


Figure 5: Number of car parking permit waivers applied for (compiled from Moorabool Shire 'Greenlight' permit database)

The assessment of car parking waivers is undertaken by Statutory Planning, as part of the planning permit process. Internal referral input is provided by Infrastructure. In the absence of a precinct wide Car Parking Strategy, assessment is largely based upon the 'current state of car parking supply' which can result in unintended consequences in the long term such as reductions in overall supply, and traffic and car parking congestion.

Currently the main reason given for support of removal of residential visitor car parking is availability of on-street parking. This differs from metropolitan Melbourne, where visitor car parking is also often waived, but with the given reason being ready access to public transport.

As noted above, access to public transport is reflected in the application of Clause 52.06 Column B rates (which do not require visitor car parking to the same extent) to any development within 400 metres of the PPTN. Bacchus Marsh is not within this PPTN, however the access to public transport in some locations in Bacchus Marsh could be considered comparable to some locations within the PPTN, dependent on frequency of service. Further analysis of public transport, as part of a car parking study could assist in providing justification for the application of Column B rates via a Parking Overlay.

The average number of car parking waiver applications in Moorabool Shire per year is 7.4 and these primarily relate to existing commercial buildings undergoing changes in use. Recent state policy Amendment VC148 introduced a new Clause 52.06-3 which removed the permit trigger for waivers of ten or less car parks for a 'change of use' within commercially zoned areas. As a result of this change it is expected that there will be a decrease in waiver applications for commercial land in Bacchus Marsh and Ballan.

Given the consistency in the number of request received each year there does not seem to be any emergent problems relating to the volume of waiver applications. There is anecdotal evidence to suggest that some businesses were dissuaded from applying for waivers due to uncertainties regarding outcomes, or lengthy assessment timeframes, and this was resulting in lost opportunities for the community in terms of business growth or relocation. This may be partly resolved due to the Amendment VC148 changes outlined above. A Car Parking Policy that guides the discretion of the planning permit process (including waivers) would help increase efficiencies in processing permit applications, assist with decision making and provide consistency to businesses within the Shire.

### Cash in Lieu

Currently Council uses s173 Agreements in conjunction with permit conditions to charge waiver fees (cash in lieu) for required car parking. The charging of a waiver fee, has been voluntarily applied where applicants propose to use Council owned off-street car parking as a means of meeting their carparking requirements, and also where Council owned off-street car parking is unable to be used (lack of availability, proximity etc), and insufficient on-street car parking is available.

Based on review of past Moorabool Shire permits, cash in lieu payments have been applied only where a large number of car parking spaces are requested by applicants to be waived and approved by Council (greater than ten). Payments are generally received on the basis that existing Council off-street car parking is theoretically allocated to the applicant.

Council has previously been successfully challenged in its application of cash in lieu contributions in issuing planning permits. In *Court House Hotel v Moorabool SC* [2006] VCAT 2461 (4 December, 2006) Member Eccles struck down condition 4 of the permit which related to a s173 Agreement for \$4,000 per car space or \$72,000 in total. The relevant matters in the decision were the lack of a relevant car parking precinct plan, the availability of car parking in the locality, and the absence of an empirical assessment of car parking demand.

Cash in lieu has fallen out of favour as a process for requiring contributions for car parking waivers. Several cases contested at VCAT have demonstrated that without a strong basis in Council policy and studies demonstrating a need for contributions, cash in lieu applied as a permit condition can be successfully appealed by the applicant. As such the current method of charging waiver fees can only be undertaken on a voluntary basis.

Cash in lieu payments are not intended to function as a penalty for inability to provide car parking, instead there must be a clear nexus between the payment and some process of managing car parking demand generated by the applicant. Councils typically use contributions collected from cash in lieu for the acquisition of land, and construction of more car parking. It has yet to be determined how Moorabool Shire Council intended to use the contributions already collected. It is recommended a future Car Parking Study explore options for utilising these contributions to manage parking demand. This may include increasing parking provision but could also consist of improved management of existing car parking. It should be noted that any formal introduction of a waiver fee will require the identification of how contributions will be spent.

As noted above, there are two (2) potential methods of formalising mandatory car parking contributions, via a Car Parking Overlay or a Special Rate. Both of which require further investigation and strategic justification through a Car Parking Study. Neither option can be implemented without a Car Parking Study supporting it. Both options are outlined in further detail in this report.

## Parking Overlays

There are more than 60 Parking Overlays in place across various planning schemes, from small regional towns to inner suburbs of Melbourne. The format of these overlays is generally consistent across planning schemes, however they can be customised to provide appropriate controls for specific situations. One of the primary uses of a Parking Overlay is to apply car parking waiver fees, however not all overlays require payment of waiver fees. A list of those that contain waiver fees are outlined in Table 1. The waiver fees differ based on factors such as land value, and the type of car parking to be provided e.g. at grade, vs multi deck car parking. The overlay can be used to both increase or decrease the provision of car parking, set minimum or maximum parking rates for specific uses, collect cash in lieu and a range of other outcomes. All Parking Overlays are designed to integrate with the Clause 52.06 provision and due to their implementation via a planning scheme amendment process, are generally more robust under appeal.

A survey of the Parking Overlays indicates a number of differing approaches currently being used across Victoria. These include:

- Drouin, Warragul & Nillumbik apply Column B (reduced) rates;
- Echuca requires a Parking survey to be conducted if a waiver is required;
- Apollo Bay provides first two waivers per site free of charge, but charges \$16,000 for each subsequent one;
- Ormond includes minimum and maximum provision rates;
- Armstrong Creek provides an extensive and detailed list of uses and rates in substitution of Table 1 of Clause 52.06;
- Traralgon reduces the Column B rates by 25%; and
- Leongatha uses an increasing charge scale based on the number of car parks waived.

Fees set out in Parking Overlays need to be reflective of the actual cost of providing car parking. This price in Bacchus Marsh was calculated in 2009 as \$10,500 per space for an at-grade asphalt surfaced lot, including land acquisition. There have been four permits to which cash in lieu of car parking has been applied since 2006. These have been applied via s173 agreements. The s173 agreements charge cash in lieu in a variety of ways, from accounting for each car space individually with charges of \$4000 or \$5000 to be paid in a lump sum, charging \$20,000 for two spaces and waiving 15 others with no charge, and charging \$5000 per space for seven spaces to be paid to Council at a rate of \$10,000 per annum.

These fees are significantly less than those charged by the majority of other Councils with waiver fees in Parking Overlays (Table 1).

<b>Car Parking waiver fees as set out in Victorian Parking Overlays</b>	
Location	Waiver fee (per car space being waived)
Frankston	\$19,500
Springvale	\$19,000
Berwick	\$16,000
Torquay	\$13,828
Apollo Bay (first 2 spaces free)	\$13,000
Werribee	\$12,500
Bendigo	\$10,561.67
Yarrawonga & Cobram	\$8,050
Traralgon	\$8,000
Southern Grampians	\$8,000
Benalla	\$6,000
Wodonga	\$5,000
Leongatha (increasing depending on number of waivers)	\$4800 - \$9600
Shepparton	\$4,500
Echuca	\$2,000

Table 1: Example of existing car parking waiver fees within Parking Overlays in Victorian Planning Schemes.

*Note: The fees listed above, reflect the amount specified in the Overlay. It should be noted of these fees are subject to annual indexation, and that the above fees are not reflective of the true amount that would be charged in 2019 dollars.*

### Special Rate

The *Local Government Act 1989* provides Council with the ability to introduce a Special Rate or Charge Scheme seeking property owner contributions toward infrastructure projects such as roads, footpaths and drainage improvements. Special Rate projects are intended to fill the gap between existing infrastructure, often provided as part of the original land development, and current community expectations.

Similar to a Parking Overlay, any proposed application of a Special Rate must be determined based on the cost of providing car parking management.

Special Rates have been recommended by VCAT, Planning Panels and Parking Advisory Committees for obtaining mandatory car parking contributions, given overall precinct improvement is beneficial to existing businesses, and car parking is likely to be used by customers visiting multiple businesses.

### **Proposal**

The current approach to car parking and traffic management is fragmented and requires a more integrated approach. Currently decisions regarding car parking applications are assessed by Statutory Planning, with internal referral input from Infrastructure. In addition, Community Laws and Assets also have responsibilities relating to the parking provision of permits and enforcements. Strategic Planning and Sustainable Development also have a strong interest in the provision of car parking. The current case-by-case approach is not based on a consistent organisation-wide approach and lacks direction and guidance. Where precinct parking pressures exist, a different approach is needed.

A two-stage process is proposed, consisting of the immediate development of a Car Parking Policy, and the undertaking of a Car Parking Study. The outcomes of the study would likely be implemented via a Parking Overlay, or Special Rate.

### Stage One: Car Parking Policy

Several regional and urban Councils have a Car Parking Policy to provide guidance regarding local issues and prioritise identified considerations that may have received less attention in application of Clause 52.06 planning provisions and planning practice notes.

A Car Parking Policy would be developed primarily to guide the discretion of the planning permit process (including waivers). The policy would also reduce inefficiencies in processing permits while resulting in consistent policy application increasing the confidence of commercial and retail investors. The policy would be prepared by Strategic Planning in consultation with internal departments including statutory planning, infrastructure, community laws and assets. The Car Parking Policy, which would be completed in 2019, is considered to be the quickest way in which to provide Council with guidance and direction in decision making, in the absence of longer term work, including a Car Parking Study, and associated implementation of a Parking Overlay/Special Rate.

A Car Parking Policy would cover the following:

- Objectives for car parking management;
- Waiver application requirements and checklist;
- Monitoring regimes for car parking provision and usage;
- Interim guidance on the application of cash in lieu of car parking, while a more rigorous policy is developed through a Car Parking Study;
- Development of residential permit request assessment process; and
- Guidance regarding suitability of locations for time limited signage and permits in accordance with strategic goals.

The policy would operate in addition to existing provisions of the Planning Scheme, and relevant Planning Practice Notes already utilised in decision making. The policy would sit outside of the Planning Scheme.

While issues relating to car parking supply and demand are greater in Bacchus Marsh and Ballan, it is intended that the policy would be applied across the Shire.

### Stage Two: Car Parking Study

The regulation of car parking, its demand and supply and its relationship to different user needs is a complex issue that has flow-on effects throughout the community. Whilst previous studies of Bacchus Marsh indicated there was no need for further provision of parking, the studies did not provide sufficient examination of the functioning of car parking within Bacchus Marsh.

The aim of car parking studies within Moorabool should be to support successful town and activity centres that meet the needs of their communities. Car parking studies should be scoped to study and address the competing needs of users of town and activity centres including residents, shoppers and retailers and include consideration of accessibility via a range of transportation modes.

Prior studies have focused on a technical assessment of the capacity of car parks. An understanding of where users were going, and for how long does not exist currently and would enable better decision making. Exploration of a number of potential scenarios through the study will enable community feedback and participation in developing the final Car Parking Study,



A Car Parking Study would be conducted, comprising areas to be identified in Bacchus Marsh, Darley, Maddingley and Ballan. The key goals of the study would be to:

- Identify current car parking requirements;
- Estimate future car parking requirements utilising different growth and transport scenarios;
- Survey habits and travel methods of shoppers and visitors;
- Provide recommendations for suitable Travel Demand Management strategies;
- Provide a timeline for car parking infrastructure provision for several scenarios consisting of varying levels of Travel Demand Management implementation; and
- Provide recommendations regarding the potential application of Parking Overlays and/or Special Charges and the management and expenditure of contributions raised via these methods.

The study would need to be undertaken by an external consultant and would be undertaken in the 2019/20 financial year (subject to funding).

Following completion of the study, a report would be presented to Council recommending options for the implementation of the study findings. Subject to the outcome of the Car Parking Study a planning scheme amendment to introduce a Parking Overlay, or consideration and implementation of a Special Charge may be recommended.

Following completion of these stages, review and amendment of the Car Parking Policy may be required in order to ensure consistency and incorporate recommendations from the Car Parking Study.

### **Policy Implications**

The Council Plan 2017-2021 provides as follows:

**Strategic Objective 3:** Stimulating Economic Development

**Context 3A:** Land Use Planning

The proposal is not listed as an action in the Council Plan 2017 – 2021.

The proposal will however support the Council Plan action 'Developing a long term strategy for the Bacchus Marsh Civic Precinct'.

The Planning Scheme review currently being undertaken has also identified car parking as an emerging issue that should be investigated further.

## **Financial Implications**

The proposed two stage approach to developing a car parking management framework has the following financial implications:

### Stage One: Car Parking Policy

Minimal cost. Can be delivered internally and is budget neutral beyond staff time commitment.

### Stage Two: Car Parking Study

Moderate cost. A one-off budget bid for the 2019/20 financial year has been put forward requesting \$75,000 to undertake a Car Parking Study. It should be noted that this bid is for a Car Parking Study only, and that any implementation of the study, whether via a planning scheme amendment to implement a Parking Overlay or the introduction of a Special Rate will require additional funding. The Car Parking Reserve Fund contains previously collected waiver fees and could be utilised for fully funding the costs of this study.

## **Risk & Occupational Health & Safety Issue**

The development of a Car Parking Policy and Car Parking Study will reduce the risk of inconsistent decision making and enforcement from Council. It will also reduce the risk, and lack of certainty, associated with existing voluntary cash in lieu payments currently received for car parking waivers.

## **Community Engagement Strategy**

Consultation with the community will be carried out during Stage Two of this proposal. It is intended that the Car Parking Study be based upon both behavioural and survey research, and therefore community participation and engagement will form an important part of the study process.

Further community engagement would also be undertaken as part of implementation of the study (if required), via a planning scheme amendment to implement a Parking Overlay or the introduction of a Special Rate or Charge Scheme.

## **Communications and Consultation Strategy**

A communications and consultation strategy will be developed as part of the project brief for the Car Parking Study.

## **Victorian Charter of Human Rights and Responsibilities Act 2006**

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Satwinder Sandhu*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Liam Prescott*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

The need for a planned approach to car parking management and provision within Moorabool has been identified. Past car parking studies have identified excess parking capacity in Bacchus Marsh, and no limitations on parking supply in other towns. Car parking capacity in Bacchus Marsh and Ballan is now limited at certain times, and in certain locations, and given the expected population growth of Bacchus Marsh and Ballan a strategic response is required. Current car parking provision and management is fragmented across different departments and a Car Parking Policy would enable a considered and consistent approach to assessing planning permit applications for car parking waivers.

In the absence of a Parking Overlay or Special Rate, Council has no means of requiring a contribution. Whilst contributions have been taking on a voluntary basis, this has been undertaken in an ad hoc manner, and has been subject to appeal. A Car Parking Study would provide the evidence and strategic justification for the mandatory application of car parking contributions.

## Recommendation:


### That Council:

1. **Develops a Car Parking Policy in 2019.**
2. **Undertakes a Car Parking Study for Bacchus Marsh and Ballan, subject to funding in 2019/20.**
3. **Notes that subject to the outcomes of the car parking study, further work will be required to implement the study.**

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## Report Authorisation

### Authorised by:

  
**Name:** Satwinder Sandhu  
**Title:** General Manager, Growth & Development  
**Date:** Wednesday 9 January, 2019

## 11.3 SOCIAL AND ORGANISATIONAL DEVELOPMENT

### 11.3.1 Fees & Charges – Outdoor Pools Family Casual Entry

#### Introduction

Author: Ian Waugh  
General Manager: Danny Colgan

The purpose of the report is to recommend that the Council adopt fees & charges relating to the Outdoor Pools.

#### Background

The outdoor pool season opened on 1 December 2018, in accordance with Council's operating policy for the pools. The entry options available to the community, as contained within Council's adopted Fees and Charges schedule are outlined in the table below:

Entry – Child	\$4.00
Entry - Adult	\$5.00
Entry - Concession	\$4.00
Entry - Spectator	\$1.30
Entry - Child Season Ticket	\$60.00
Entry - Adult Season Ticket	\$75.00
Entry - Family Season Ticket	\$120.00

A casual family entry can be 2 adults and 3 children or 1 adult and 4 children. The fee was inadvertently left off Council's Fees and Charges Schedule for the 2018-19 budget year. This charge is \$15 and is different from a Family Season Pass, which allows a family unlimited entry during the pool season.

#### Proposal

It is recommended that the casual family entry fee of \$15 be charged and added to the Council's Fees and Charges schedule. The fee will be reviewed again as part of the 2019-2020 budget process.

#### Policy Implications

The Council Plan 2017-2021 provides as follows:

**Strategic Objective 4:** Improving Social Outcomes

**Context 4A:** Health & Wellbeing

The proposal for the fees and charges is consistent with the Council Plan 2017 – 2021.

## Financial Implications

It is anticipated that approximately 200 casual family entries will be processed (at both pools) during the 2018-2019 pool season, totalling \$3,000 in revenue. There are no additional financial implications for Council.

## Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Reputational	Cost of casual entry for a large family could become prohibitive leaving Council open to criticism	Medium	Implement industry standard casual family entry charge

## Communications and Consultation Strategy

The availability of the family entry charge will be promoted through Council's website, social media channels and information posted at the Bacchus Marsh and Ballan Outdoor Pools.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Ian Waugh*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

In season 2017-18 there were approximately 200 family entries sold, which demonstrates that the casual family entry is a popular option for families utilising Moorabool's outdoor pools. The family entry charge has been factored into the preseason planning and commissioning of the pools before the omission from the endorsed fees and charges schedule was noticed.

**Recommendation:**

**That Council approves the inclusion of a family entry fee of \$15 for the Outdoor Pools to Council's Fees and Charges schedule. The fee will be reviewed again as part of the 2019-2020 budget process.**

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**Report Authorisation**

**Authorised by:**   
**Name:** Danny Colgan  
**Title:** General Manager Social & Organisational Development  
**Date:** Thursday, 10 January 2019

### 11.3.2 Second Quarter (October – December) 2018/19 Council Plan Actions Progress Report

#### Introduction

Author: Michelle Morrow  
General Manager: Danny Colgan

#### Background

The 2017-2021 Council Plan was adopted by Council in July 2017. As part of the development of the framework of the Council Plan, Council determines appropriate actions which will support the framework, delivering agreed outcomes for the communities of Moorabool.

The Council Plan outlines four Strategic Objectives or main themes that guide new initiatives and continuing services, these being:

1. Providing Good Governance and Leadership
2. Minimising Environmental Impact
3. Stimulating Economic Development
4. Improving Social Outcomes

Each Strategic Objective has a set of contexts, or desired outcomes, with sets out strategic actions to be undertaken over the planned four years to achieve the objectives.

All Council Actions, aligned with the Strategic Actions, are linked back to the Council Plan. The Council Plan is reviewed annually.

#### Discussion

The 2018/19 Council Plan Actions Second Quarter Progress Report contained in **Attachment 11.3.2** shows each of the actions and their progress comments for the 2018/19 Financial Year. Overall there are 70 actions being reported in Quarter 2, with 47 actions having reached 90 per cent or greater of their target for the period, and 11 actions having achieved between 60 and 90 per cent of their target. 12 actions remain at less than 60 per cent of their target.

The following table summarises the status of the 2018/19 Council Plan Actions for this quarter:

Strategic Objective	Not Started	In Progress	Deferred	Completed	Total
1. Providing Good Governance and Leadership		28		3	31
2. Minimising Environmental Impact		11		2	13
3. Stimulating Economic Development		8	3	2	12
4. Improving Social Outcomes		10		1	11
2017/18 actions carried over from the previous Council Plan		2			2
<b>Totals</b>		<b>59</b>	<b>3</b>	<b>8</b>	<b>70</b>

## Proposal

This report is to inform Council and the communities of Moorabool on the progress of Council Plan actions for the 2018/19 financial year.

Of the 69 actions being reported for this quarter progress, seven have been completed. The table below lists the actions completed for the second quarter 2018/2019 reporting period.

Action Completed	Progress Comment
<b>1.1.91</b> - Develop Infrastructure Policy for traffic calming (2017 – 2021) - Year 2 Progress	The Traffic Calming Policy was adopted at the Ordinary Meeting of Council in July 2018.
<b>1.3.2.2</b> - Streamline integrated corporate reporting systems and methods	A review of the corporate reporting systems and methods has been undertaken. Actions have been identified including the better use of electronic systems to report on performance against agreed actions.
<b>1.3.4.2</b> - Annually review the need to make a rate cap variation (2017 – 2021) - Year 2 Progress	Council resolved to not apply for a rate cap variation at an Ordinary Meeting of Council on Wednesday the 5th of December 2018.
<b>2.1.4.2</b> - Review Bushfire Management Overlays (BMO) (2017-2021) - Year 2 Progress	The Department of Environment, Land, Water and Planning (DELWP) has undertaken mapping and finalised a planning scheme amendment to include the Bushfire Management Overlay. Council officers notified residents of the State Government driven amendment in October 2017.
<b>2.2.2.1</b> - Complete a trial and undertake a review of the green waste service	A report was provided to Council at the August 2018 meeting, where Council resolved to permanently implement the non-compulsory kerbside green waste collection service within residential and low density residential zoned (urban) areas of the municipality. This action is now complete.
<b>3.1.1.2</b> - Incorporate strategic documents into the Planning Scheme - Housing Strategy (2017-2021) - Year 2 Progress	Amendment C79 is currently with the Department of Planning for approval.
<b>4.1.6.2</b> - Revise and adopt the Youth Strategy	The Youth Services team has completed the community engagement plan and consultation with the community was completed between December 2017- February 2018. The draft Strategy was presented to the Ordinary Meeting of Council in August 2018 for public consultation on the draft youth strategy document and action plan. Public consultation closed on the 31 August 2018, with the final strategy presented and endorsed by Council at its Ordinary Meeting in October 2018.

## Policy Implications

The 2017–2021 Council Plan provides as follows:

### Strategic Objective

Providing Good Governance and Leadership

### Context

Our Business and Systems



## Financial Implications

There are no financial implications from this report.

## Risk & Occupational Health & Safety Issues

There are no Risk or Occupational Health and Safety issues in relation to this report.

## Communications and Consultation Strategy

Specific projects may have their own communications strategy, nevertheless this report will be displayed on Council's website and the annual progress will be reported in Council's Annual Report.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Michelle morrow*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

Progress is being made on all actions of the Council Plan. Overall, there are 70 actions being reported in the second quarter, with 47 actions having reached 90 per cent or greater of their target for the period, and 11 actions having achieved between 60 and 90 per cent of target. The 12 remaining actions are sitting below 60 per cent of target, as most of work to be undertaken on these actions will be performed in subsequent quarters.

## Recommendation:

**That Council receives the Second Quarter (October – December) 2018/19 Council Plan Actions Progress Report.**

---

## Report Authorisation

**Authorised by:**

**Name:**

**Title:**

**Date:**



Danny Colgan

General Manager Social and Organisational Development

Tuesday, 15 January 2019

# Attachment - Item 11.3.2



Moorabool Shire Council

## ***PREMIUM Action and Task Progress Report***

September 2018 - December 2018

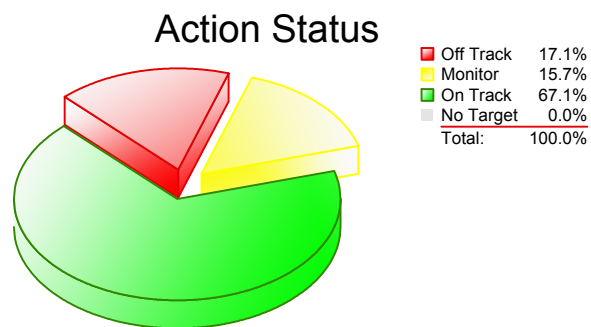
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Date From :01-09-2018

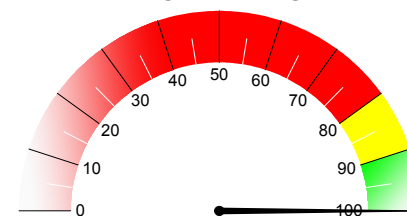
Date To :31-12-2018

Display Task : No

Action Filter :Council Plan



### Action Progress Against Targets




- 70 Actions reported on
- 47 At least 90% of action target achieved
- 11 Between 60 and 90% of action target achieved
- 12 Less than 60% of action target achieved
- 0 Actions with no target set

### Strategic Objective: 1 Providing Good Governance and Leadership


Context: 1.1 (1A) Our Assets and Infrastructure


#### STRATEGIC ACTION: 1.1.2 Review Asset Management Plans

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.2.1 Review Asset Management Plan - Transport	In Progress	1/07/2018	30/06/2019	30%	50%	YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Asset Management	Recurrent					
<b>Action Progress Comments</b>						
Officers are finalising details for a collaborative approach with Campaspe Shire Council and Colac Otway Shire Council . The Asset management plans will be completed by 30/6/2019. Works have commenced on developing financial models, long term renewal and reviewing asset backlog.						
Last Updated - 17/01/2019						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.2.2 Review Asset Management Plan - Buildings	In Progress	1/07/2018	30/06/2019	30%	50%	YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Asset Management	Recurrent					
<b>Action Progress Comments</b>						
Officers are finalising details for a collaborative approach with Campaspe Shire Council and Colac Otway Shire Council . The Asset management plans will be completed by 30/6/2019. Works have commenced on developing financial models, long term renewal and reviewing asset backlog.						
Last Updated - 17/01/2019						


Action	Manager	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.2.3 Review Asset Management Plan - Water	John Miller - Manager Asset Management	In Progress	1/07/2018	30/06/2019	30%	50%	 YELLOW
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Asset Management	Recurrent						
<b>Action Progress Comments</b>							
Officers are finalising details for a collaborative approach with Campaspe Shire Council and Colac Otway Shire Council . The Asset management plans will be completed by 30/6/2019. Works have commenced on developing financial models , long term renewal and reviewing asset backlog.							
Last Updated - 17/01/2019							

**STRATEGIC ACTION: 1.1.3 Produce State of the Assets reports**


Action	Manager	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.3.1 Review Asset Management Plan - Open Space	John Miller - Manager Asset Management	In Progress	1/07/2018	30/06/2019	30%	50%	 YELLOW
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Asset Management	Recurrent						
<b>Action Progress Comments</b>							
Officers are finalising details for a collaborative approach with Campaspe Shire Council and Colac Otway Shire Council . The Asset management plans will be completed by 30/6/2019. Works have commenced on developing financial models , long term renewal and reviewing asset backlog.							
Last Updated - 17/01/2019							

Action	Manager	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.3.2 Produce State of the Assets Reports	John Miller - Manager Asset Management	In Progress	1/07/2018	30/06/2019	70%	50%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Asset Management	Recurrent						
<b>Action Progress Comments</b>							
The State of the Assets report was presented to the Place Making Advisory Committee in May 2017 where it was recommended that future reports will be circulated internally via a Briefing Note to Councillors, due to it being considered an internal working document. Report is currently in draft format awaiting update from Assets Management Plans . This will be completed by 30/6/2019							
Last Updated - 17/01/2019							


**STRATEGIC ACTION: 1.1.4 Produce 10 Year Capital Improvement Programs**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.1.4.1 Produce 10 Year Capital Improvement Programs (2017-2021) - Year 2 Progress	John Miller - Manager Asset Management	In Progress	1/07/2018	30/06/2019	70%	50%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Asset Management	Recurrent						
<b>Action Progress Comments</b>							
A 4 year capital works program is currently being developed and it is expected that a draft for review will be presented to Council in March as part of the budget process. As this action is allocated over multiple years it is anticipated that a 10 Year program will be developed in 2019/2020							
Last Updated - 17/01/2019							


**STRATEGIC ACTION: 1.1.5 Deliver Annual Capital Improvement Programs**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.1.5.1 Deliver Annual Capital Improvement Programs (2017-2021) - Year 2 Progress	Tristan May - Capital Works Coordinator	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Project Management	Recurrent						
<b>Action Progress Comments</b>							
The Capital Improvement Program is progressing well for 2018/19. The Capital Improvement Programs second quarterly progress report to Council at the February Ordinary Meeting of Council, will provide further detail on each individual project.							
Last Updated - 14/12/2018							

**STRATEGIC ACTION: 1.1.7 Finalise the Community Infrastructure Framework**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.1.7.1 Finalise the Community Infrastructure Framework	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Strategic Land Use Planning	Recurrent						
<b>Action Progress Comments</b>							
Fitness for Purpose Assessments of pavilions, community venues, library, kindergartens and Maternal & Child Health Services has been completed and feedback from Managers is being incorporated into the final framework. These meetings will confirm the appropriate scoring and weighting for each of the facilities.							
The final Community Infrastructure Framework will be presented to Councillors at the April OMC for implementation .							
Last Updated - 29/01/2019							

**STRATEGIC ACTION:** 1.1.9 Develop Infrastructure Policy

<i>Action</i>	<i>Action Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>% Comp.</i>	<i>Target</i>	<i>% OnTarget</i>	
1.1.9.1 Develop Infrastructure Policy for traffic calming (2017-2021) - Year 2 Progress	John Miller - Manager Asset Management	Completed	1/07/2018	30/06/2019	100%	50%	
<i>Activity</i>	<i>Budget Type</i>	<i>Budget</i>	<i>YTD Budget</i>	<i>YTD Actual</i>	<i>YTD Variance</i>		
Asset Management	Recurrent						

**Action Progress Comments**  
 The Traffic Calming Policy was adopted at the Ordinary Meeting of Council in July 2018.  
 Last Updated - 14/09/2018



## Context: 1.2 (1B) Our People

**STRATEGIC ACTION: 1.2.1 Councillor Development**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.1.1 Councillor Development – induction and ongoing professional development (2017-2021) - Year 2 Progress	Derek Madden - Chief Executive Officer In Progress	1/07/2018	30/06/2019	25%	50%	 RED


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
CEO's Office	Recurrent				

**Action Progress Comments**

Ongoing support and training opportunities are available to Councillors as required. Council passed a resolution at the Ordinary Meeting of Council on 5 September 2017 in relation to this issue.

Last Updated - 12/10/2018

**STRATEGIC ACTION: 1.2.2 Organisational Development (consistent with Business Excellence)**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.10 Prepare an Organisational Development Strategy	Ann McGrath - Manager People & Organisational Development In Progress	1/07/2018	30/06/2019	35%	50%	 YELLOW

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Business Excellence	Recurrent				


**Action Progress Comments**

A framework has been developed for consultation and will be consolidated for final dissemination to all parties in February 2019.

The framework includes strategies and plans for leadership development, employee engagement, integration of systems and process, future workforce planning including reward and recognition. This action will be completed by 30 June 2019.

Last Updated - 22/01/2019

**STRATEGIC ACTION: 1.2.5 Customer Service**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.5.2 Review the Customer Service Policy & Strategy	Ian Waugh - Mgr Community & Recreation Development In Progress	1/07/2018	30/06/2019	20%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Customer Service	Recurrent				


**Action Progress Comments**

A revised draft customer service policy and strategy will be prepared by 30 April 2019 and a final report presented to Council for adoption in June 2019. This action will be completed by 30 June 2019.

Last Updated - 25/01/2019



**STRATEGIC ACTION: 1.2.6 Risk and OHS Management**


<b>Action</b>		<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.2.6.1 Develop an OHS Strategy	Michelle Morrow - Governance Co-Ordinator	In Progress	1/07/2017	30/06/2019	75%	74%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Human Resources	Recurrent				

**Action Progress Comments**

A draft Occupational Health and Safety Strategy has been developed. The draft strategy is being circulated to staff for comment prior to finalisation in April 2019. This action will be completed by 30 June 2019.

Last Updated - 22/01/2019


<b>Action</b>		<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.2.6.2 Enhance OHS systems and procedures (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Risk Management & OHS	Recurrent				

**Action Progress Comments**

Sixteen Occupational Health and Safety procedures have been developed in accordance with the draft Occupational Health and Safety Management System and Strategy. Consultation with staff across the organisation will commence in February 2019 to inform the finalisation and adoption of the procedures. This action will be completed by the 30 June 2019.

Last Updated - 15/01/2019


<b>Action</b>		<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.2.6.3 Review identified corporate, strategic and operational risks (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Risk Management & OHS	Recurrent				

**Action Progress Comments**

Council's Strategic Risk Profile has been revised and presented to the Audit and Risk Committee in August 2018. A corporate risk register is currently being developed. All service unit maintain an operational risk register. Operational risks are reviewed and updated regularly by service units. This action will be completed by the 30 June 2019.

Last Updated - 15/01/2019


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.6.4 Implement child safety standards across the organisation	Sharon McArthur - Manager Child, Youth & Family,	In Progress	1/07/2018	30/06/2019	83%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Services Governance	Recurrent				

**Action Progress Comments**

The child safety standards and reportable conduct scheme policies were adopted by Council at its meeting in May 2018. An action plan has been developed and this is currently being implemented across the organisation. A presentation was made to the Management Team in August 2018 outlining how these policies relate to all areas of Council. A child safety statement is now listed on job advertisements for Council and all new or updated staff position descriptions reflect Council's commitment to child safety. The next step is for each manager to complete an action plan for their areas in relation to how their unit meets the Child Safety standards. This action will be completed by 30 June 2019

Last Updated - 22/01/2019

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.6.5 Review the Risk Management Strategy and Framework	Michelle Morrow - Governance Co-Ordinator	In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Risk Management & OHS	Recurrent				


**Action Progress Comments**

The Risk Management Framework was presented to Council's Audit and Risk Advisory Committee in November 2018 and the Risk Steering Committee in December 2018. The framework will be finalised by February 2019. This action will be completed by 30 June 2019

Last Updated - 22/01/2019

## Context: 1.3 (1C) Our Business &amp; Systems

## STRATEGIC ACTION: 1.3.1 Legislative and Regulatory


Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.1.1 Review the Local Law	Robert Fillisch - Manager Statutory Planning & Community Safety	In Progress	1/07/2017	30/06/2019	80%	76%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Local Laws Compliance	Recurrent				

## Action Progress Comments

The Draft Local Law was presented to Council who requested some minor changes. A report was presented to the Ordinary Meeting of Council on 5 December detailing the final draft version. Due to the minor changes the Draft Local Law is required to be presented to the public for comment. The Local Law documentation is now out for a second round of public consultation which is due to close February 2019. This is currently being undertaken with a final report to be presented to Council on April 2019.

Last Updated - 16/01/2019

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.1.2 Review the Municipal Strategic Statement (MSS) (2017-2019)	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2017	30/06/2019	30%	76%	 RED


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Strategic Land Use Planning	Recurrent				

## Action Progress Comments

Delivery of the Moorabool Planning Scheme Review will be facilitated and the project finalised in 2019. The review comprises of 3 stages the first two stages (review and recommendations ) will be delivered by a Consultant, stage 3 (amendment) will be undertaken by Council.

Stage One Draft report has been received and is currently being reviewed by Staff.

Last Updated - 29/01/2019

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.1.57 Develop an Enforcement Policy	Robert Fillisch - Manager Statutory Planning & Community Safety	In Progress	1/07/2018	30/06/2019	41%	50%	 YELLOW


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Safety	Recurrent				

## Action Progress Comments

Background work has been completed. A draft policy will be completed for further discussion in February 2019.

Last Updated - 16/01/2019

**STRATEGIC ACTION: 1.3.2 ICT**


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.3.2.1 Implement Phase 2 (Intranet) of the Digital Strategy (2017-2019)	Lalitha Koya - Manager ICT In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Information Communication & Technology	Recurrent				

**Action Progress Comments**

Intranet has been launched successfully on 21 Dec 2018 as a part of the multi phase approach. Further development and additions will be added in the next couple of months as part of continuous improvements.

Last Updated - 04/01/2019


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.3.2.2 Streamline integrated corporate reporting systems and methods	Danny Colgan - GM Social and Organisational Development Completed	1/01/2018	30/06/2019	100%	70%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Community Services Governance	Recurrent				

**Action Progress Comments**

A review of the corporate reporting systems and methods has been undertaken. Actions have been identified including the better use of electronic systems to report on performance against agreed actions.

Last Updated - 11/12/2018

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
1.3.2.3 Implement Phase 3 (GIS replacement) of the Digital Strategy (2017-2019)	Lalitha Koya - Manager ICT In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN


<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Information Communication & Technology	Recurrent				

**Action Progress Comments**

New tested platform (SSA) has now been further rolled out to additional service units. We are on track to transfer remaining service units across by end of the FY.

Last Updated - 18/01/2019

**STRATEGIC ACTION: 1.3.3 Service Reviews**


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.3.3.1 Develop Service Plans for all services (2017-2019) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	80%	50%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Community Services Governance	Recurrent				

**Action Progress Comments**

Service Plans are being developed for each service unit for 2018/2019. This action will be completed by the 30 June 2019.

Last Updated - 15/01/2019


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.3.3.2 Governance: Undertake service review in accordance with the policy and framework and as determined by Council	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Community Services Governance	Recurrent				

**Action Progress Comments**

The scope and methodology for the Governance Unit along with a project plan have been prepared. A workshop has been held to identify the key inputs into the review which be captured in the draft report. A draft Service Review report and Governance Framework has been prepared as part of the Service Review. The draft Service Review report will be presented to the Council for endorsement for public exhibition in April 2019 and endorsement in June 2019. This action will be completed by the 30 June 2019.

Last Updated - 15/01/2019


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
1.3.3.5 Cleaning of Public Toilets: Undertake service review in accordance with the policy and framework and as determined by Council	Daniel Smith - Manager Operations	In Progress	30/08/2018	30/06/2019	25%	50%	 RED

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Parks and Gardens	Recurrent				



**Action Progress Comments**


Parks and Gardens Unit staff are currently completing a draft service review document for review. It is anticipated that the service review and report will be submitted to Council by the end of the 2018/19 financial year.

Last Updated - 14/12/2018

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.3.6 Visitor Information Centre: Undertake service review in accordance with the policy and framework and as determined by Council	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	58%	50%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Tourism	Recurrent						
<b>Action Progress Comments</b>							
Service review has been completed. A presentation to Council, outlining the review findings and proposed recommendations, will be provided at a March AOC 2019.							
Last Updated - 29/01/2019							

**STRATEGIC ACTION: 1.3.4 Financial Sustainability**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.4.1 Annually review the Long Term Financial Plan (2017-2021) - Year 2 Progress	Steven Ivelja - Manager Finance	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Financial Service	Recurrent						
<b>Action Progress Comments</b>							
A revised long term financial plan model is currently being developed and updated by the finance team and will be incorporated in the 2019/20 budget process							
Last Updated - 18/01/2019							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.4.2 Annually review the need to make a rate cap variation (2017-2021) - Year 2 Progress	Steven Ivelja - Manager Finance	Completed	1/07/2018	30/06/2019	100%	50%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Financial Service	Recurrent						
<b>Action Progress Comments</b>							
Council resolved to not apply for a rate cap variation at an Ordinary Meeting of Council on Wednesday the 5th of December 2018.							
Last Updated - 13/12/2018							

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.4.3 Identify and develop shared services with other LGs, community and private sector organisations (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Services Governance	Recurrent				

**Action Progress Comments**

The project is being undertaken in phases over the four-year life of the Council Plan 2017-2021. Phase one was the preparation of a report to the Executive Management Team; phase 2 is the preparation of scoping/business plans for new or expanded shared service opportunities including the determination of charge out rates and preparation of marketing materials including capability statements; phase three is the implementation of the new or expanded shared service opportunities.

Opportunities for shared services with Hepburn Shire Council and Golden Plains Shire Councils are progressing in relation to waste, recycling and building surveying services. The Central Highlands Group of Councils (including Moorabool Shire) have established an incorporated association and secured resources from the Victorian Government to facilitate the establishment of shared services in the region. Discussions are currently taking place with a number of Councils in relation to a joint road asset condition collection project. Discussions are also currently taking place with the regional waste and resource recovery group in relation to joint procurement opportunities for waste services. This action is being implemented over the life of the council plan.

Last Updated - 15/01/2019

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.4.4 Seek funding for new, upgrade and renewed community facilities (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Services Governance	Recurrent				

**Action Progress Comments**

Applications for funding under the Country Football Netball Program have been submitted and were successful for the Ballan Recreation Reserve Netball Courts & Lighting Upgrade (\$50,000) and Darley Parks Oval Lighting Upgrade Projects (\$50,000). Applications for the Bacchus Marsh Racecourse & Recreation Reserve Stage 1 A Pavilion, Gordon Recreation Reserve Netball Facilities and Bald Hill Activation Plan were successful. Staff also assisted Community groups with applications to the State Government "Pick My Project" fund. This action will be completed by the 30 June 2019.

Last Updated - 15/01/2019

**Strategic Objective: 2 Minimising Environmental Impact****Context: 2.1 (2A) Built Environment****STRATEGIC ACTION: 2.1.1 Develop frameworks for each small town & action plans to address components in (current) strategies**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.1.1.1 Develop frameworks for each small town and action plans to address components identified in the Small Towns Strategy, Bacchus Marsh Urban Growth Framework, Ballan Structure Plan, Tree Strategy and Gateways Strategy. (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	59%	50%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Strategic Land Use Planning	Recurrent				

**Action Progress Comments**

Council has completed a Township Improvement Plan for Elaine. Council are putting together a delivery timetable for the TIP's for other small towns and settlements. Exhibition for Ballan Strategic Directions closed on 11 October 2018. 37 submissions were received Council Officers have completed a review of these submissions and a report is proposed to be presented to Council at the February AOC 2019. The Tree Strategy was adopted May 2018. Council has reviewed the Destination Management Plan 2013 to 2018, staff are currently developing a project outline for the next iteration of the Destination Management Plan and its relationship with the Economic Development Strategy 2015.

Last Updated - 16/01/2019

**STRATEGIC ACTION: 2.1.2 Implement the Gordon Infrastructure & Structure Plans**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.1.2.1 Implement the Gordon Infrastructure Plan. (2017-2019) - Year 2 Progress	Ewan Nevett - Manager Engineering Services	In Progress	1/07/2018	30/06/2019	45%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Infrastructure Subdivision Development	Recurrent				

**Action Progress Comments**


The Gordon Infrastructure Plan involves upgrading the Russell Street & Main Street intersection, bus stop relocation, car parking improvements, the development of high amenity/place making locations, drainage improvements, footpath connection improvements and landscape improvements between the Gordon Public Hall and Lyndhurst St.

Following a community engagement process in November and December 2017 and a subsequent session in March 2018, plans were adopted for the project.

Council advertised for tenders in November 2018 with the appointment of a contractor expected by late December and construction to commence by early 2019.

Last Updated - 14/12/2018



Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.1.2.2 Implement the Gordon Structure Plan. (2017-2019) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	50%	50%	


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Strategic Land Use Planning	Recurrent				

**Action Progress Comments**

A report was presented to the Rural Growth Strategy Committee in February 2018 as a way forward on the potential scope for further refining the plan. The Committee resolved to defer the matter. Council has resolved to receive a further report on the plan.

Last Updated - 11/12/2018

**STRATEGIC ACTION: 2.1.4 Work with relevant authorities to ensure that flooding and bushfire risks are addressed**


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.1.4.1 Incorporate flood mapping into the Planning Scheme (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	50%	50%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Management	Recurrent				

**Action Progress Comments**

A peer review of Melbourne Water's modelling has now been completed. A report was tabled at an Assembly of Councillors on 21 February 2018 concerning the outcomes of the review and the next steps in addressing flood risk within the planning scheme. Melbourne Water is the initiator of the Amendment and timing for the Amendment requests is at Melbourne Water's discretion.

Last Updated - 11/12/2018

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.1.4.2 Review Bushfire Management Overlays (BMO) (2017-2021) - Year 2 Progress	Andrew Goodsell - Mgr, Strategic Planning & Development	Completed	1/07/2018	30/06/2019	100%	50%	


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Management	Recurrent				

**Action Progress Comments**

The Department of Environment, Land, Water and Planning (DELWP) has undertaken mapping and finalised a planning scheme amendment to include the Bushfire Management Overlay. Council officers notified residents of the State Government driven amendment in October 2017.

Last Updated - 13/09/2018


**STRATEGIC ACTION: 2.1.5 Review and implement a Bacchus Marsh Avenue of Honour Management Plan**

<i>Action</i>	<i>Action Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>% Comp.</i>	<i>Target</i>	<i>% OnTarget</i>	
2.1.5.1 Review and implement a Bacchus Marsh Avenue of Honour Management Plan	Daniel Smith - Manager Operations	In Progress	1/07/2017	30/04/2019	60%	80%	 YELLOW
<i>Activity</i>	<i>Budget Type</i>	<i>Budget</i>	<i>YTD Budget</i>	<i>YTD Actual</i>	<i>YTD Variance</i>		
Roads Management	Recurrent						

**Action Progress Comments**

A project control group has been established to review and update the existing draft of the Bacchus Marsh Avenue of Honour Management Plan , and this is in progress. It is anticipated that a revised Management Plan and a report will be submitted to Council by 30 June 2019.

Last Updated - 14/12/2018


<i>Action</i>	<i>Action Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>% Comp.</i>	<i>Target</i>	<i>% OnTarget</i>	
2.1.8.1 Prepare and revise a rolling cycle of Reserve Master Plans (2017-2021) - Year 2 Progress	Ian Waugh - Mgr Community & Recreation Development	In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN
<i>Activity</i>	<i>Budget Type</i>	<i>Budget</i>	<i>YTD Budget</i>	<i>YTD Actual</i>	<i>YTD Variance</i>		
Recreation Development	Recurrent						

**Action Progress Comments**

The rolling cycle continues in 2018/19 with the completion of the Greendale Reserve master plan. The draft master plan was presented to Council at the October OMC and released for public consultation. The final master plan will be presented to Council in March 2019 for endorsement.

Last Updated - 14/12/2018

**STRATEGIC ACTION: 2.1.9 Complete Bald Hill Activation Plan Feasibility Study**

<i>Action</i>	<i>Action Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>% Comp.</i>	<i>Target</i>	<i>% OnTarget</i>	
2.1.9.1 Complete Bald Hill Activation Plan Feasibility Study	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	35%	50%	 YELLOW
<i>Activity</i>	<i>Budget Type</i>	<i>Budget</i>	<i>YTD Budget</i>	<i>YTD Actual</i>	<i>YTD Variance</i>		
Strategic Land Use Planning	Recurrent						

**Action Progress Comments**

An updated status report was tabled at S86 Growth Management Committee Meeting on 12 September, 2018.


A project brief has been completed and quotes are currently being sought , a Consultant will be appointed mid Feb 2019 an update to Council will be provided in June 2019 of the preliminary findings.

Please note Council successfully received \$30,000 grant from Sports Recreation Victoria, however due to the Sports Recreation Victoria funding requirements the earliest the project can be completed is August 2019.

Last Updated - 29/01/2019

## Context: 2.2 (2B) Natural Environment

**STRATEGIC ACTION: 2.2.1 Finalise and implement the action plan of the Moorabool Sustainable Environment Strategy**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.2.1.1 Finalise and implement the action plan of the Moorabool Sustainable Environment Strategy (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	25%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Sustainability	Recurrent				

**Action Progress Comments**


This is a multi year project across the period 2017 to 2021.

Within 2018/19 the following identified actions have commenced:

- Undertake ecological assessments on Council managed reserves.
- Support the delivery of actions by the relevant water authorities. The Integrated Water Management Strategic Direction Statements were presented to AOC on 5 December 2018. A report is proposed to be presented to February OMC 2019.
- Support existing Landcare and other community-based environment groups. Council have been working with the Groups to progress the Gardens for Wildlife program aimed to provide native plants to local residents in urban areas.
- Provide new residents with information packs related to their local environment and how to access Natural Resource Management Groups.
- Commence photovoltaic energy installation for council buildings. Council has met with Brimbank City Council representatives to assist in gaining a better understanding of the technical aspects of project implementation. Council applied to State Government funding for complimentary battery storage in October 2018 and was unsuccessful.

Last Updated - 29/01/2019

**STRATEGIC ACTION: 2.2.2 Waste Management**


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
2.2.2.1 Complete a trial and undertake a review of the green waste service	Daniel Smith - Manager Operations	Completed	1/07/2018	30/06/2019	100%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Waste Collection & Disposal	Recurrent				


**Action Progress Comments**

A report was provided to Council at the August 2018 meeting, where Council resolved to permanently implement the non-compulsory kerbside greenwaste collection service within residential and low density residential zoned (urban) areas of the municipality. This action is now complete.


Last Updated - 26/09/2018

Action	Responsible Officer	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
2.2.2.2 Undertake an audit of closed landfills	Daniel Smith - Manager Operations	In Progress	1/07/2018	30/06/2019	80%	50%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Waste Collection & Disposal	Recurrent						
<b>Action Progress Comments</b>							
Audits of closed landfill sites has been completed, and a report is nearing completion. It is anticipated that a report will be presented at the March 2019 Ordinary Meeting of Council.							
Last Updated - 14/12/2018							

**STRATEGIC ACTION: 2.2.3 Develop an Open Space Integrated Water Management Plan**

Action	Responsible Officer	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
2.2.3.1 Develop an Open Space Integrated Water Management Plan	Corinne Jacobson - Senior Project Engineer	In Progress	1/07/2017	31/03/2019	80%	85%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Project Management	Recurrent						
<b>Action Progress Comments</b>							
The Open Space Integrated Water Management Plan is a strategic document that informs the policy, infrastructure and systems required to improve amenity and functionality of the open space areas in Moorabool and manage water resources equitably. The draft strategy has been completed and is currently being reviewed. The strategy is scheduled to be presented to an Ordinary Meeting of Council in February 2019.							
Last Updated - 27/09/2018							

**STRATEGIC ACTION: 2.2.4 Develop and implement a policy on allocation use and trading of water for Council water assets**

Action	Responsible Officer	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
2.2.4.1 Develop and implement a policy on allocation, use and trading of water for Council water assets	Corinne Jacobson - Senior Project Engineer	In Progress	1/07/2017	31/03/2019	70%	85%	 YELLOW
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Project Management	Recurrent						
<b>Action Progress Comments</b>							
A Water Allocation, Use and Trading policy is currently being developed, alongside the Open Space Integrated Water Management strategy. It is anticipated that both documents will be presented to an Ordinary Meeting of Council in February 2019.							
Last Updated - 27/09/2018							

**Strategic Objective: 3 Stimulating Economic Development****Context: 3.1 (3A) Land Use Planning****STRATEGIC ACTION: 3.1.1 Incorporate strategic documents into the Planning Scheme**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
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3.1.1.1 Incorporate strategic documents into the Planning Scheme - Ballan Structure Plan (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN
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Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
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Strategic Land Use Planning	Recurrent				
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**Action Progress Comments**

Exhibition for Ballan Strategic Directions closed on 11 October 2018. 37 submissions were received Council Officers have completed a review of these submissions and a report is proposed to be presented to Council at the February AOC 2019.

Last Updated - 16/01/2019

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
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3.1.1.2 Incorporate strategic documents into the Planning Scheme - Housing Strategy (2017-2021) - Year 2 Progress	Andrew Goodsell - Mgr, Strategic Planning & Development	Completed	1/07/2018	30/06/2019	100%	50%	 GREEN
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Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
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Strategic Land Use Planning	Recurrent				
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**Action Progress Comments**

Amendment C79 is currently with the Department of Planning for approval.

Last Updated - 13/09/2018

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
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3.1.1.3 Incorporate strategic documents into the Planning Scheme - West Moorabool Heritage Study (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	59%	50%	 GREEN
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Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
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Strategic Land Use Planning	Recurrent				
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**Action Progress Comments**

The Consultants have completed a review of West Moorabool Heritage Study 2a to ensure alignment with the current Planning Scheme. Please note, any proposed changes to the West Moorabool Heritage Study 2a will need to be approved by the Authors of the original Study.


Council staff are currently reviewing the list of recommendations and impacts on project timelines including the Planning Scheme Amendment.

Last Updated - 29/01/2019


**STRATEGIC ACTION: 3.1.2 Implement the adopted Small Towns and Settlement Strategy**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.1.2.1 Develop a program for services and utilities in small towns (2017-2021)	Satwinder Sandhu - General Manager Growth & Development	Deferred	1/07/2017	30/06/2019	1%	72%	 RED
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Growth & Development Governance	Recurrent						
<b>Action Progress Comments</b>							
Based on the Small Town Strategy, a key common infrastructure plan will be developed. Elaine completed for 2017/18. Gordon is scheduled for 2018/19.							
Last Updated - 04/07/2018							

**STRATEGIC ACTION: 3.1.3 Finalise the Bulky Goods investigation**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.1.3.1 Finalise the Bulky Goods investigation	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2017	30/06/2019	62%	74%	 YELLOW
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Strategic Land Use Planning	Recurrent						
<b>Action Progress Comments</b>							
The Bulky Goods Investigation Study has been updated to reflect the Bacchus Marsh Urban Growth Framework. Council Officers are currently drafting a Council report for consideration of the document at the May OMC 2019.							
Last Updated - 29/01/2019							

**STRATEGIC ACTION: 3.1.4 Develop and finalise the Bacchus Marsh Urban Growth Framework Plan in partnership with the Victorian Planning Authority**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.1.4.1 Develop and finalise the Bacchus Marsh Urban Growth Framework Plan in partnership with the Victorian Planning Authority	Andrew Goodsell - Mgr, Strategic Planning & Development	Completed	1/07/2017	30/09/2018	100%	0%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Strategic Land Use Planning	Recurrent						
<b>Action Progress Comments</b>							
Bacchus Marsh Urban Growth Framework was adopted at a Special Meeting of Council 19 September 2018.							
Last Updated - 09/10/2018							

**STRATEGIC ACTION:** 3.1.5 Develop a long term strategy for the Bacchus Marsh Civic Precinct

<b>Action</b>		<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>
3.1.5.1 Develop a long term strategy for the Bacchus Marsh Civic Precinct		Justin Horne - Co-Ord Environmental Planning	Deferred	1/07/2018	30/06/2019	1%	50%
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning		Recurrent					



**Action Progress Comments**


The project will recommence in 2019/2020 financial year, with a revised scope to be developed. Please note it is showing as 1% as could not enter 0%.

Last Updated - 29/01/2019



## Context: 3.2 (3B) Investment &amp; Employment

**STRATEGIC ACTION:** 3.2.1 Implement the action plan of the Economic Development Strategy

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.2.1.1 Implement the action plan of the Economic Development Strategy (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	59%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Sustainability	Recurrent				

**Action Progress Comments**

The implementation of the action plan associated with the Economic Development Strategy will continue throughout the 2018-2021 period as scheduled.

In 2018 the following has occurred.


- Creation of S86 Economic Development Taskforce.
- Moorabool Business Network Forums have been held at Blackwood, Gordon and Bacchus Marsh with over 70 attendees.
- Five editions of Moorabool Shire Business E Newsletter to 3,000+ businesses.

In 2019 the following has occurred.

- One edition of Moorabool Shire Business E Newsletter to 3,000+ business.
- Calendar of Business Workshops and Events has been developed and distributed.

Last Updated - 16/01/2019

**STRATEGIC ACTION:** 3.2.3 Plan for the Bacchus Marsh town centre revitalisation in partnership with the Victorian Planning Authority

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.2.3.1 Scope and develop a plan for the Bacchus Marsh Town Centre Revitalisation	Justin Horne - Co-Ord Environmental Planning	Deferred	1/07/2018	30/06/2019	1%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Strategic Land Use Planning	Recurrent				


**Action Progress Comments**

The project will recommence in 2019/2020 financial year, with a revised scope to be developed.

Last Updated - 29/01/2019



**STRATEGIC ACTION: 3.2.4 Facilitate Parwan Employment Precinct planning and marketing**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.2.4.1 Facilitate the Parwan Employment Precinct planning and marketing (2017-2021) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	60%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Strategic Land Use Planning	Recurrent				


**Action Progress Comments**

Council was successful in obtaining funding from the Victorian Planning Authority under Streamlining for Growth . This funding will assist with final background studies and further work on a Precinct Structure Plan.

Council Officers are undertaking investigations of stakeholder engagement of existing and potential businesses in the PEP with the aim to facilitate economic investment , expansion of current businesses and to inform future planning studies. A report on the findings will be provided to Council by May 2019.

Last Updated - 29/01/2019

**STRATEGIC ACTION: 3.2.6 Advocate resource and implement the Bacchus Marsh Integrated Transport Strategy (BMITS) action plans**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.2.6.1 Refer Council's BMITS infrastructure actions to the long term capital program (2017-2021) - Year 2 Progress	Phil Jeffrey - General Manager Infrastructure	In Progress	1/07/2018	30/06/2019	25%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Management	Recurrent				


**Action Progress Comments**

The infrastructure actions from the Bacchus Marsh Integrated Transport Strategy have been included in Council 's Long Term Capital Improvement Program for consideration , along with other priority projects, as part of each annual budget process. Currently working with VicRoads on further capacity improvement projects along Gisborne Road and Grant Street .

Council is also involved in the Eastern Link Road planning study that is currently in progress.

Last Updated - 14/09/2018

**STRATEGIC ACTION: 3.2.7 Review and implement the action plan from the Destination Management Plan (Tourism) Review**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
3.2.7.1 Review and implement the action plan from the Destination Management Plan (Tourism) Review - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Tourism	Recurrent				


**Action Progress Comments**

The Draft Destination Management Plan was reviewed in July 2018 to assess alignment with current industry trends, Council and State Government policies and strategies and completion of tasks.

Council Officers have completed a review of the Destination Management Plan to ensure alignment with key Council and State Government policies . A report on the findings and recommendations will be provided to Executive in March 2019, ahead of a presentation to Council.

Last Updated - 29/01/2019

**STRATEGIC ACTION: 3.2.9 Advocate for improved Ballarat Line rail and integrated public transport outcomes through the Ballarat Line Action Committee (BRAC)**

<i>Action</i>	<i>Action Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>% Comp.</i>	<i>Target</i>	<i>% OnTarget</i>	
3.2.9.1 Advocate for improved Ballarat Rail Line and integrated public transport outcomes (2017-2021) - Year 2 Progress	Derek Madden - Chief Executive Officer	In Progress	1/07/2018	30/06/2019	25%	50%	 RED
<i>Activity</i>	<i>Budget Type</i>	<i>Budget</i>	<i>YTD Budget</i>	<i>YTD Actual</i>	<i>YTD Variance</i>		
CEO's Office	Recurrent						


**Action Progress Comments**

Strong advocacy is being made to the State Government on Ballarat Rail Line Action Committee issues in the lead up to the State election.

Last Updated - 09/10/2018



**Strategic Objective: 4 Improving Social Outcomes****Context: 4.1 (4A) Health & Wellbeing****STRATEGIC ACTION: 4.1.1 Health & Wellbeing Plan**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
4.1.1.1 Prepare and implement an advocacy and partnership plan to attract investment in government and non-government services in the municipality. (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Community Services Governance	Recurrent						

**Action Progress Comments**

Council endorsed advocacy material at the Ordinary Meeting of Council held on the 6 June 2018. The material forms a key part of the Council's advocacy strategy. The aim of the advocacy efforts is to attract investment in government and non-government services in the municipality. The purpose of the advocacy is to ensure that the Shire's current and future residents have access to a range of community services needed to maximise their health, safety and wellbeing. The advocacy is being undertaken over the life of the Council Plan 2017-2021.


Discussions are being held with representatives of the Grampians Sports Central in relation to a worker being based at Council to provide club development programs and assist with the implementation of initiatives in the Council's Health & Wellbeing Plan to increase physical activity.

Discussions have been held with Group Training Organisations and the Highlands Local Learning and Employment Network on expanding the provision of work experience and pre-employment programs for jobseekers in Moorabool.

Discussions are also being held with Jesuit Social Services about the delivery of Men's Behavioural Changes program. Officers supported the Moorabool Drug Action Group in submitting an application to the Australian Drug Foundation for registration as a Local Drug Action Team and funding to prepare a community action plan.

This action is being implemented over the life of the council plan.

Last Updated - 15/01/2019

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
4.1.1.2 Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality. (2017-2021) - Year 2 Progress	Danny Colgan - GM Social and Organisational Development	In Progress	1/07/2018	30/06/2019	50%	50%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Services Governance	Recurrent				

**Action Progress Comments**


The Bacchus Marsh Arts Council is utilising workshop space at the Darley Civic & Community Hub. Ongoing support continues to be provided to the Arts Council in building the capacity of its group and examining opportunities for joint projects and funding. Support is being provided to the Arts Council to exhibit art work in the common areas /foyers of the building it is sharing with other groups at the Darley Civic & Community Hub.

In August 2018, the Council allocated \$7,600 to 3 Arts and Cultural projects: 1) 'WinterKnits' Group Ballan; 2) Gordon Community Fair and; 3) Bacchus Marsh & Melton District Community Theatre Incorporated.

The Council's Youth Strategy outlines the development of a new arts program for young people with a focus on improved mental health of young people by using arts as a medium . A project to create a mural and other art work has undertaken with young people at the Bacchus Marsh Skate Facility (Rotary Park) as part of a Victorian Government funded graffiti education project. This action will be completed by the 30 June 2019.

Last Updated - 22/01/2019

**STRATEGIC ACTION: 4.1.3 Recreation and Leisure Strategy**


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
4.1.3.1 Implement the Reserve Management Framework (2017-2021) - Year 2 Progress	Ian Waugh - Mgr Community & Recreation Development	In Progress	1/07/2018	30/06/2019	76%	50%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Recreation Development	Recurrent				

**Action Progress Comments**

The Council Fees and charges have been issued as per the adopted Recreation Reserve User Fees and Charges Policy and 2018-19 Budget. User agreements have been completed for summer season tenants (Oct - March). Annual Management Agreements (AMAs) have also been put in place and operational funding provided to committees as per the Recreation Reserve Funding Policy. Acquittals will be received for this funding at the end of the financial year.

Last Updated - 17/01/2019


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
4.1.3.2 Plan and construct stage 1 of the Bacchus Marsh Racecourse Recreation Reserve (2017-2019) - Year 2 Progress	Corinne Jacobson - Senior Project Engineer In Progress	1/07/2018	30/06/2019	15%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Project Management	Recurrent				

**Action Progress Comments**

Stage 1 of the project includes the construction of pony club facilities, a BMX track, sports fields and a pavilion at the Bacchus Marsh Racecourse Recreation Reserve site. The bulk earthworks contract is complete on site including, equestrian facilities, sports oval, and BMX formation. Tenders for the oval and equestrian cross country course have closed with construction of the oval awarded. Construction is anticipated to commence in October 2018 with completion in February 2019. Evaluation of the cross country tender is underway and is likely to be awarded early in October 2018. Detailed design and documentation for servicing of the site is continuing with completion anticipated for October 2018.

Last Updated - 27/09/2018

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
4.1.3.3 Develop a plan to improve, update and beautify our neighbourhood, passive, recreation and other open spaces (2017-2019) - Year 2 Progress	Justin Horne - Co-Ord Environmental Planning In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Management	Recurrent				

**Action Progress Comments**

A report on development of an Open Space Framework was tabled at the S86 Growth Management Meeting on 12 September 2018. A Community Survey has been completed and closed 7 December 2018. Presentations were made to internal departments, including the Youth Action Group, Aged & Disability Services and Maternal and Child Health Nurses. Draft open space maps have been developed and are currently being reviewed by relevant Council Departments for their accuracy. The Draft Open Space Framework is scheduled to be completed by April 2019 for consideration for public consultation. It is anticipated that the final document will be completed for adoption by Council in August/September 2019.

Last Updated - 29/01/2019

**STRATEGIC ACTION: 4.1.5 Age Well Live Well Strategy and Access and Inclusion Plan**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
4.1.5.1 Prepare a directions paper to deliver Aged Services in a consumer directed care environment	Claire Conlon - Mgr Active Ageing & Community Access In Progress	1/07/2018	30/06/2019	82%	50%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Home & Community Care Services	Recurrent				

**Action Progress Comments**

The Commonwealth is currently consulting with the aged care sector as to what the funding reforms will look like post 2020. In the interim, a direction's paper has been prepared to inform Council on delivery of aged services.

Last Updated - 25/01/2019

**STRATEGIC ACTION: 4.1.6 Youth Strategy**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
4.1.6.1 Advocate and support the development of programs and services to increase employment opportunities for young people (2017-2019) - Year 2 Progress	Sharon McArthur - Manager Child, Youth & Family,	In Progress	1/07/2018	30/06/2019	75%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Services Governance	Recurrent				

**Action Progress Comments**

Advocacy material has been prepared and forms part of the Council's advocacy strategy. The aim of the project is to increase employment opportunities for young people in Moorabool. The objectives are: increase investment in educational opportunities to improve the educational attainment levels of young people; increase investment in programs and services to support young people experiencing multiple barriers to employment; and develop the capacity and diversity of the Moorabool workforce by developing the skill set of the young people of Moorabool.

The Council allocated funds in its 2018/2019 budget to provide opportunities for jobseekers including young people to be employed through traineeships and structured work experience programs at Council. This builds on Council's existing commitment to engaging apprentices at Council depots. Ballarat Group Training and MEGT group have been appointed to a panel to engage participants on traineeships and apprenticeships in Council. It is expected that the participants will be in place by March 2019.


A Lifeguard Scholarship program has been introduced to assist local young people undertake Lifeguard qualifications and gain employment at Council 's outdoor pools.

Work is being undertaken in conjunction with group training and other providers to boost the opportunities for young people .

Council's youth strategy 2018-2021 outlines actions relating to increasing employment opportunities for young people aged under 25 years. The Youth Services team has been successful in obtain a grant to support the employment of an additional youth worker to support young people who have or are at risk of disengaging from education or employment.

The advocacy is being undertaken over the life of the Council Plan 2017-2021.

Last Updated - 02/01/2019


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
4.1.6.2 Revise and adopt the Youth Strategy	Sharon McArthur - Manager Child, Youth & Family,	Completed	1/07/2017	30/11/2018	100%	100%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Youth Services	Recurrent				

**Action Progress Comments**

The Youth Services team completed the community engagement plan and consultation with the Community between December 2017- February 2018. The draft Strategy was presented to the Ordinary Meeting of Council in August 2018 for the purpose of public consultation of the draft youth strategy document and action plan. Public consultation closed on the 31 August 2018, with the final strategy presented and endorsed by Council at its Ordinary Meeting in October 2018.

Last Updated - 17/01/2019


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
4.1.7.1 Revise and adopt the Library Strategic Plan inclusive of undertaking a feasibility study to inform the future provision of library services in Ballan	Ian Waugh - Mgr Community & Recreation Development	In Progress	1/07/2017	30/06/2019	90%	72%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Library Services Management	Recurrent				

**Action Progress Comments**  
 A draft strategy and action plan has been prepared. The draft Library Strategy and Feasibility Study are related to the preparation of a master plan for the Ballan Offices. The draft Library Strategy and Ballan Offices draft masterplan will be presented to the Council by March 2018 for consideration. This action will be completed by 30 June 2019.  
 Last Updated - 25/01/2019



**Context: 4.2 (4B) Community Connectedness and Capacity****STRATEGIC ACTION: 4.2.1 Community Development and Volunteer Strategies**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
4.2.1.1 Develop and deliver a community group capacity building and sustainability program	In Progress	1/07/2018	30/06/2019	20%	50%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Development	Recurrent				

**Action Progress Comments**

Project scoping has commenced. The focus will be on improving the capacity of Councils section 86 Committee's through the development of a Committee Resource Manual. Following completion of the manual and report to Council, a series of information workshops will be held with Committees.

Last Updated - 20/11/2018

**STRATEGIC ACTION: 4.2.2 Emergency Management Plan**

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
4.2.2.1 Deliver community emergency management education program (2017-2021) - Year 2 Progress	In Progress	1/07/2018	30/06/2019	50%	50%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Municipal Emergency Management	Recurrent				

**Action Progress Comments**

The Blackwood Community Emergency Planning Group held a Scenario Planning Community Session on 16 November 2017 based on a fire scenario and invited representatives from Scotsburn to give them an update on their preparation, response and recovery since the 2015 fires. The Scotsburn Community Recovery Committee and Leadership Program progressed with the 2nd Anniversary Event held on the 15 December 2017 and the Leadership Program focussed on the fire game project. The Fire Mitigation inspection process is well underway and second round of inspections will commence in the new year. The Scotsburn Recovery Book was launched at the Scotsburn Hall on 30 May 2018 and the Scotsburn Fire Game was launched at the Scotsburn Primary School on 15 June 2018. The Research Project into the high emotions during an emergency event was held at the Scotsburn Hall in November 2018. Planning for the official opening of the Clarendon Hub is underway with an estimated open date for March 2019.


Last Updated - 14/12/2018



**Strategic Objective: 5 KRA 1. Representation and Leadership of our Community (2013-17)**

**Context: 5.1 Good governance through open and transparent processes and strong accountability to the community.**

**STRATEGIC ACTION: 5.1.1 Ensure policies and good governance are in accordance with legislative requirements and best practice.**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% OnTarget</b>	
5.1.1.42 Review & implement the after hours response system as approved by Council.	Robert Fillisch - Manager Statutory Planning & Community Safety	In Progress	1/07/2016	30/06/2019	70%	77%	

<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Community Safety	Recurrent				

**Action Progress Comments**


Updated costings have been recieved from the potential supplier. A meeting will be arranged in early February with other service units to assess their appetite to join in this project.

Last Updated - 13/12/2018

**Strategic Objective: 7 KRA 3. Enhanced Infrastructure and Natural Built Environment (2013-17)**

Context: 7.2 Enhance and protect the long term integrity and biodiversity of the natural environment.

**STRATEGIC ACTION:** 7.2.4 Implement the Domestic Wastewater Management Plan in accordance with new ministerial guidelines.

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
7.2.4.1 Investigate frameworks for cost recovery in terms of ongoing monitoring of Domestic Wastewater Management Plan	Robert Fillisch - Manager Statutory Planning & Community Safety	In Progress	1/07/2015	30/06/2019	60%	88%	 YELLOW

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Health Investigation, Inspection & Education	Recurrent				

**Action Progress Comments**

Further internal discussions are required on how this could be implemented particularly with the upcoming changes to the Local Government Act . Expressions of interest have been sent to Water Authorities for their comment.

Last Updated - 16/01/2019

## 11.4 INFRASTRUCTURE

### 11.4.1 Consideration of road closure of Simmons Drive, Bacchus Marsh

#### Introduction

Author: John Miller  
 General Manager: Phil Jeffrey

#### Background

At the Ordinary Meeting of Council on Wednesday 7 November 2018, Council considered the road closure of Simmons Drive, Bacchus Marsh and following was resolved –

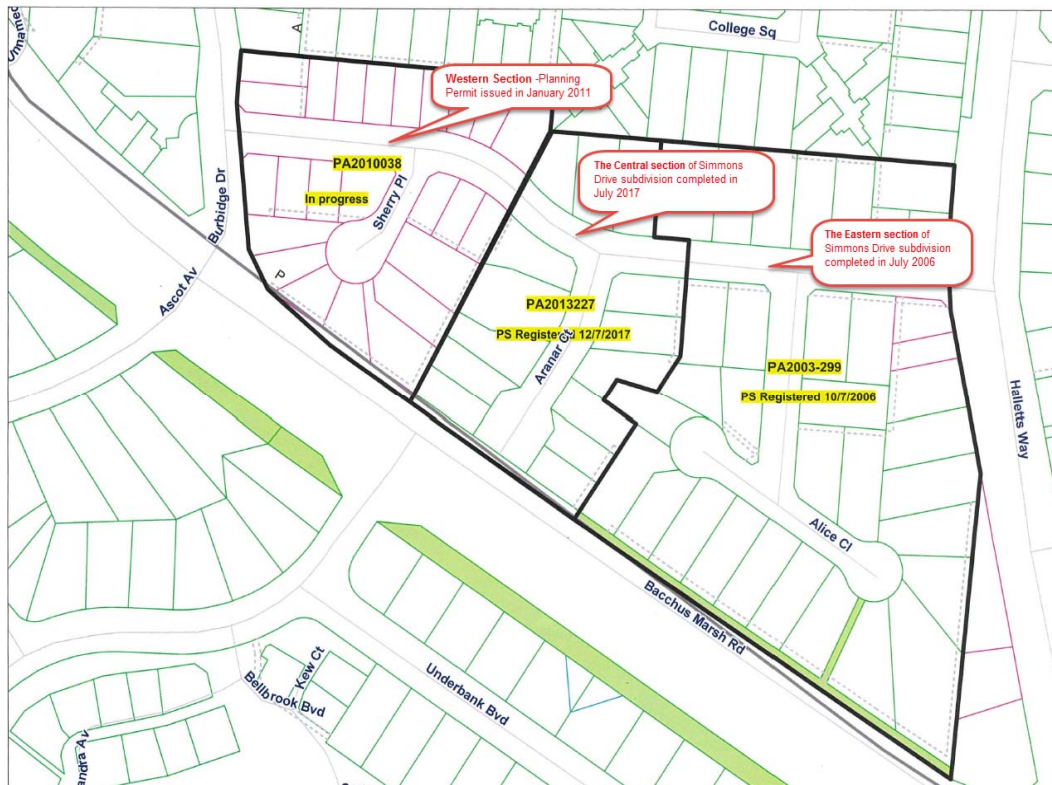
*That the petition containing 20 signatures in relation to Simmons Drive, Bacchus Marsh be received by Council and that a report be prepared by officers for Council's consideration.*

#### Site Analysis

The current sealed section of Simmons Drive (highlighted red below) will be connecting with newly constructed part of Simmons Drive (highlighted orange below) at the western end and is categorised as an Access Level 2 road under Council's Road Management Plan (RMP). The completed section of Simmons Drive has a carriageway (surface) width of approximately 7.3 metres from kerb-to-kerb which accommodates two-way traffic and has a total length of approximately 208 meters. The street has a 1.2 metre wide concrete footpath along the southern side of the road. It is a low traffic volume road that provides access and secondary access to local residents and properties and is in a 'General Residential Zone' (GRZ) area. The area image and requested location for the closure has been shown in the below image.



The construction of the Eastern and Central sections of Simmons Drive, Bacchus Marsh, was completed and registered with “*Property and Land Titles*” office Victoria on 10 July 2006 and 12 July 2017 accordingly. Before the construction of the Central section a planning permit was approved for the Western Section on 21 January 2011. This section adjoins the existing section of Simmons Drive as part of planning permit, and provides through access to Halletts Way and Burbridge Drive, Bacchus Marsh. Below image showing the three sections of the overall development and the current status of each.



The Western Section of Simmons Drive has been constructed in accordance with the approved planning permit PA2010038 which was issued on 21 January 2011, which involved a 23 lot subdivision and associated works including:

- Approximately 129 metres of sealed road pavement
- Kerb and channel
- 1.2m wide concrete footpath on at least one side
- Nature strip on both sides
- Street lights at all internal streets, intersections of internal roads and court heads
- The upcoming section of Simmons Drive must be redesigned to discourage its use as a through road. To this effect, traffic calming devices should be included, to the satisfaction of the responsible authority to ensure that the speed of through traffic is restricted.

Council’s Officers have approved the construction of two speed humps in relation to planning permit (i.e.PA2010038-E3) condition that requires the provision of traffic calming devices on upcoming section of Simmons Drive to discourage its use as through road. One speed hump was placed approximately 25m back of Burbridge Drive intersection and other one placed near the adjoining section of existing Simmons Drive. Please see images below



Near Burrbridge Drive Intersection



Near the adjoining section of existing Simmons Drive

**Traffic Issues**

Simmons Drive is in an urban residential area and the default speed limit is 50kph. Unrestricted parallel car parking is permitted along both sides of the Road and all residents have their own off-street parking facilities. This arrangement allows concurrent opposing vehicles to pass alongside a single parked vehicle on one side of the carriageway. Where two vehicles may park opposite one another, one vehicle is required to yield to allow the opposing vehicle pass. This is a common form of traffic calming, particularly in residential areas, to keep vehicle speeds low.

The combination of unrestricted parking on both sides of the street, construction of two speed humps and a 6.5m wide road will result in slowing movement of traffic in Simmons Drive.

A traffic count has been undertaken along Simmons Drive and is summarised below.

	<b>Location</b>
Description	East of Halletts Way
Count Date	19/11/2018
AADT	309
Commercial vehicles	8
85 <sup>th</sup> %ile speed	39

**Proposal**

There are numerous instances in the Bacchus Marsh township and metropolitan Melbourne where local residential streets have been developed as part of planning permit process as through local roads such as Clifton Drive, Lone Pine Square and Atley Street etc.

Residents providing support for the closure are primarily those located near the vicinity of the eastern end (Halletts Way end) of Simmons Drive and support for the closure to through traffic was generally on the basis of increased traffic volume in near future and safety of children.

However, it should be noted that the plans endorsed with Planning Permits PA2010038 and PA2013227, both clearly showed that Simmons Drive would be connected with a consistent road profile from Halletts Way to Burbidge Drive. The road profile of Simmons Drive is in accordance with the requirements of the Infrastructure Design Manual (IDM) and the Victorian Planning Provisions for a local street.

The subdivisional works have been recently completed and the Western end of Simmons Drive now has two newly constructed traffic calming devices (i.e., speed humps) to regulate the speed of traffic in the street and discourage shortcutting through Simmons Drive.

### **Policy Implications**

The Council Plan 2017 – 2021 provides as follows:

**Strategic Objective 1:** Providing Good Governance and Leadership

**Context 1A:** Out Assets and Infrastructure

The proposal is consistent with the Council Plan 2017 – 2021.

### **Financial Implications**

There are no financial implications associated with the either recommendations within this report.

### **Risk & Occupational Health & Safety Issues**

There are no risk or occupational health and safety issues associated with the recommendation within this report.

### **Communications and Consultation Strategy**

Owners with a property boundary adjoining Simmons Drive will be further advised of the outcome of this report and a further response also provided to the original submitters.

### **Victorian Charter of Human Rights and Responsibilities Act 2006**

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – John Miller*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

Officers recommend that the extension of Simmonds Drive remain open and connect Simmons Drive between Halletts Way and Burbridge Drive inline with the Planning Permit Conditions. This will provide a wider community benefit and the installation of traffic calming devices will help to deter speeding vehicles and reduce short cutting along Simmonds Drive. Officers will conduct a traffic count once the road is open and monitor the situation.

## Recommendation:

### That Council:

1. **Notes that the construction of Simmons Drive is part of an overall staged subdivision.**
2. **Resolves to keep the road open and connect Simmons Drive between Halletts Way and Burbridge Drive in line with Planning Permit Conditions.**
3. **Writes to property owners along Simmons Drive advising of Council's decision.**

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## Report Authorisation

### Authorised by:

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Monday, 10 December 2018



## 11.4.2 Review of Property Rate Debt Management Policy

### Introduction

Author: Jacinta Erdody  
General Manager: Phil Jeffrey

### Background

Council previously considered this item at the Ordinary Meeting of Council on Wednesday 7 December 2018, where it was resolved to lay the Property Rate Debt Management Policy on the table for further consideration at the next meeting of Council.

The policy protocol relating to the consideration of items which affect beyond the current year is applied for consideration of matters whose impact or influence will extend to directly affect the activities and/or financial planning of Council for a period beyond the term of the Current Council Budget, and whether relating to Council policy pronouncements or specific projects. In accordance with the resolution of Council on Wednesday 7 December 2018, the Property Rate Debt Management Policy is now presented to Council for adoption.

### Proposal

Below is a summary of the proposed changes to the policy through this review:

- Reminders for Instalment and Full Payment accounts to be posted on Council's Social Media avenues at the same time reminders are placed in Moorabool News; - the rationale for this change reflects the expanded communication platforms that Moorabool Shire has at its disposal since the policy was last adopted.
- Within the escalation of accounts to the appointed Collection Agency, prior to a Complaint being issued, the appointed debt collection agency will endeavour to conduct a Field call to the rated address or mailing address as final attempt to engage a ratepayer in conversation about the outstanding rate debt; - the rationale for the inclusion of this amendment is to reflect best practice. It is also noted that this step is currently part of Moorabool Shires current debt collection practice.
- The threshold for the issue of complaints has been raised from \$1,000 to \$1,500 due to increasing costs with the Magistrates Court for the issue of a Complaint; - the rationale for this change is to ensure that the costs of legal action are proportional and reasonable relative to the overall rate debt and seeks to maintain a fair and balanced approach to the instigation of legal action.
- Where an application for the wavier of interest and/or costs is approved, if future accounts are not paid in accordance with the required payment dates Council will have the right to re-instate any previously waived interest and/or costs; - the rationale for this change reflects continued learnings from the property and rate debt management process. The aim is to ultimately ensure that waiver of interest and /or cost is tied to future good conduct and aims to incentivise ratepayers maintaining their rates account going forward.
- Provisions for unclaimed excess sales monies from properties sold under provisions of the Local Government Act 1989 Section 181; - the rationale for this is to ensure that any excess funds from property sales be used to offset sales that have not covered the full cost of outstanding debt or be used to defray the write off of debt deemed as unrecoverable.

- Changes to the level of delegations for Waiver of Interest and/or costs to ensure smoother operation of policy without escalation for lower value waivers; - the rationale for this change seeks to ensure appropriate management intervention based on the materiality of the request and also reflects that the delegations have not changed for a number of years. The proposed changes to the delegations for interest and/or costs is proposed as follows;

Waiver of interest and/or costs*	Up to <del>\$500</del> \$1,000	Revenue Services & Procurement Coordinator
Waiver of interest and/or costs*	> <del>\$500</del> \$1,000 and < <del>\$1000</del> \$5,000	Chief Financial Officer
Waiver of interest and/or costs*	> <del>\$1,000</del> \$5,000	General Manager Infrastructure

- The provisions for low value waiver of rates where there are Council administrative errors- the rationale for this is to ensure where there are instances requiring the write off of low value / immaterial rates and charges (for e.g. due to administrative errors) that the Chief Financial Officer be duly authorised to approve these negating the need for council approval as is currently required. The proposed changes to the delegations for interest and/or costs is proposed as follows;

Waiver of Rates and Charges as a result of administrative errors	Up to \$1,000	Chief Financial Officer

### Policy Implications

The Council Plan 2017-2021 provides as follows:

**Strategic Objective 1:** Providing Good Governance and Leadership

**Context 1C:** Our Business and Systems

The proposal for the review and updated of the Property Rate Debt Management Policy is consistent with the Council Plan 2017 – 2021.

### Financial Implications

There are no known financial implications as a result of the proposed changes within the Property Rate Debt Management Policy.

### Community Engagement Strategy

Level of Engagement	Stakeholder	Activities	Outcome
Advise	Ratepayers	Communication of policy with ratepayers through day to day conversations	Informed Ratepayers

### Communications and Consultation Strategy

Following review and adoption of the updated Policy, the updated Policy will be uploaded to Council’s web site.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Jacinta Erdody*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### Conclusion

Overall the Property Rate Debt Management policy provides a consistent framework for the collection and escalation of Council's property rate accounts. The proposed amendments seek to ensure that the policy continues to meet operational requirements based on existing systems.

However, as Moorabool Shire commences a digital transformation and a change in its core systems, the Property Rate Debt Management Policy will evolve, which will recognise new technologies and change how ratepayers will interact with Council into the future.

Having resolved on the 7 December 2018 that the policy lay on the table for further consideration and adoption at the next Ordinary Meeting of Council, the Property Rate Debt Management Policy is now placed before the Council for adoption.

### Recommendation:

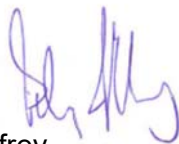
**That Council, in accordance with Moorabool Shire Council Policy Protocol, Consideration of Items which affect beyond the Current Year, now adopts Property Rate Debt Management Policy.**

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### Report Authorisation

Authorised by:

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Monday, 26 November 2018



# Attachment - Item 11.4.2

# Property Rate Debt Management Policy



**Policy Type:** COUNCIL  
**Version:** 004  
**Date Adopted:**  
**Service Unit:** Revenue Services and Procurement  
**Directorate:** Infrastructure  
**Review Date:**

## 1. Purpose

The purpose of this Council Policy is to establish a framework for Moorabool Shire Council to manage and implement a consistent approach to the collection of property rates and charges that is consistent with Council's Strategic Objectives.

## 2. Definitions

MSC	Moorabool Shire Council
RS&PC	Revenue Services and Procurement Co-ordinator
CFO	Chief Financial Officer
LGA	Local Government Act 1989

## 3. Scope

This policy will apply to Council, its employees and its contracted service providers, in particular all staff of the Revenue Services Team and Council's contracted Debt Collection Agency.

## 4. Policy

The purpose of this policy is to ensure that the Revenue Services Team has clearly documented guidelines for the efficient and consistent collection of all outstanding property rate accounts. It will take into account all payment options that can be managed within the Revenue Services Team and aims to:

- Establish principles to apply to the overall collection of property rate accounts;
- Establish options of payment (Full, Instalment, Alternative and Special Arrangements);
- Identify the type of assistance that may be offered by Council; and
- Establish guidelines for the assessment of financial hardship applications.

### 4.1. Principles and Objectives

#### 4.1.1. Principles and Objectives

- To ensure all debts owed to Council are paid, where possible, by the due date and followed up within specified timeframes;
- To ensure a fair, equitable and accountable approach to Council's debt management and collection decisions and practices;

# Property Rate Debt Management Policy

- Council has a responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash flow management;
- Council aims to minimise the amount of outstanding monies that it is owed;
- Rate debtors are expected to take responsibility of their Council debt obligations and to organise their affairs in such a way as to be able to discharge these obligations when required;
- Council and its officers will explain the rate debtor's rights and obligations in relation to any action that Council might take to recover debt;
- Council will not instigate legal action without the debtor first being advised of such action via their registered mail address held by Council. However, Council will proceed with legal action without further notice where:
  - A debtor fails to respond to communications from Council; or
  - Fails to enter into realistic arrangements to meet outstanding debt; or
  - Fails to meet repayments as agreed;
- Establish the framework for the Council and ratepayers to consider applications for financial hardship.

## 4.2. Issue of Notices and Legislated Payment Options

### 4.2.1. Issue of Annual Rate and Valuation Notices

Annual Rate and Valuation notices are generally issued towards the end of August or start of September in accordance with adopted budget and approved General Valuations being applied.

### 4.2.2. Legislated Payment Options for Property Rate Accounts

Payment Due Dates:	1 <sup>st</sup> Instalment	30 September
(in each financial year)	2 <sup>nd</sup> Instalment	30 November
	3 <sup>rd</sup> Instalment	28 February
	4 <sup>th</sup> Instalment	31 May
	Full Payment	15 February

If any of the above dates fall on a non-business day, the payment date is moved to the next business day.

### 4.2.3. Legislated Payment Option - Instalments

After the issue of the annual Rate and Valuation notice, those ratepayers who have elected to pay their rates via the instalment method will be issued with reminder notices for the remaining three instalments, at least fourteen days prior to the legislated payment date.

The week prior to the instalment due date, a small reminder notice will be placed in the Moorabool News, reminding ratepayers of the instalment due date and at the same time the reminder will be posted on Council's Social Media avenues.

# Property Rate Debt Management Policy

Within fourteen (14) days after the due date for each of the second, third and fourth instalments, a penalty interest update will occur and a reminder notice will be issued to all instalment ratepayers who have failed to meet the full payment of the instalment amount.

Reminder letters will allow a further ten (10) days to pay the outstanding balance (including incurred penalty interest) in full or contact the Revenue Services Team to negotiate a suitable special payment arrangement.

Instalment accounts will not be escalated to Council's Debt Collection Agency until after the final instalment due date (4<sup>th</sup> Instalment) and only if communication and a suitable payment arrangement has not been entered into with the ratepayer at the date.

If there is no communication from the ratepayer after the date for payment in the reminder notice for the fourth instalment due date, the account may be referred to Council's Debt Collection Agency in accordance with provisions of this Policy.

#### *4.2.4. Legislated Payment Option – Full Payment (Lump Sum)*

Approximately three weeks prior to the full payment due date, an advertisement will be placed in the local newspaper (Moorabool News and Ballarat Courier) and a post will be made on Council's Social Media avenues reminding ratepayers of their obligations to pay their annual rates and charges by the legislated due date.

Ten (10) days after the legislated full payment date, reminder letters will be issued to ratepayers who have not paid the full payment amount. The reminder letter will not have any penalty interest calculated and will allow ratepayers a further seven (7) days to pay their accounts penalty free.

Five (5) working days after the reminder letter due date, a penalty interest update will occur and a final notice will be sent to all full payment ratepayers who have failed to meet the full payment amount.

If there is no communication from the ratepayer after the date for payment in the final notice the account may be referred to Council's Debt Collection Agency in accordance with provisions of this Policy.

**Legislation:** LGA – Section 167 – Payment of Rates and Charges

#### **Policy Statement**

*Council will allow the payment of rates via a lump sum payment by the date set by the Minister and declared in the Government Gazette.*

# Property Rate Debt Management Policy

## 4.3. Alternative and Additional Payment Options

### 4.3.1. Alternative Instalment Payment Option

To assist ratepayers in managing their finances, Council will offer ten equal instalments over each financial year at nominated dates. If the ratepayer wishes to pay via this option they will need to sign into the direct debit payment channel and Council will automatically process payments on each months nominated date.

**Legislation:** LGA – Section 167 – Payment of Rates and Charges

#### **Policy Statement**

*Council will provide 10 monthly instalment payments within each financial year period for the payment of Rates and Charges.*

*Council will not calculate and levy interest on these accounts where payments are made by the designated monthly dates.*

*Ratepayers opting for this payment option must pay via the direct debit payment channel.*

### 4.3.2. Additional Payment Options

If ratepayers opt to pay their rates via the direct debit payment channel, they can elect to “pay off” their annual rates by the full payment lump sum date via regular weekly, fortnightly or monthly payments between September and February each year.

The rationale is that weekly payments made between 1 September and 15 February (approximately 23 weekly payments) could be more easily managed, in comparison to being able to meet the complete amount in one payment.

**Legislation:** Nil

#### **Policy Statement**

*Council will provide additional payment frequencies within the declared full payment date, to assist ratepayers in managing their debts and utilising the direct debit payment channel.*

### 4.3.3. Special Payment Arrangement Options

Ratepayers experiencing financial difficulties who are unable to pay outstanding rates and charges via the legislated full payment or instalment options, or the other additional payment options outlined in this policy can apply to Council’s Revenue Services Team to pay via a special payment arrangement.

Special Payment Arrangement accounts must maintain regular payments (weekly, fortnightly or monthly) and if entered into early enough can ensure that penalty interest is not incurred.



# Property Rate Debt Management Policy

However, Special Payment Arrangements which continue past the legislated payment dates will incur penalty interest. Rate Debtors will be able to apply for waiver of penalty interest in accordance with provisions within this Policy.

Special Payment Arrangements should clear the outstanding debt within a 12 month period. If the offer of the arrangement does not clear the rate debt within a 12 month period, financial hardship provisions may need to be considered.

When a ratepayer enters into a special payment arrangement, the following documentation is issued to the ratepayer:

- Payment Arrangement Covering Letter;
  - This document is a summary of the Payment Arrangement Agreement documentation
- Payment Arrangement Agreement;
  - This document outlines:
    - The registered property owner(s) name(s);
    - The property address that the arrangement relates to;
    - The payment regularity (weekly, fortnightly or monthly);
    - The minimum amount of the regular payment;
    - Notification that any balance outstanding after the legislated full payment date will incur penalty interest at the prescribed rate;
    - The payment channels available to maintain the agreement;
    - That default of the agreement may result in the account being escalated to Council's Debt Collection Agency; and
    - The requirement for all property owner(s) to sign the agreement.
- Laminated Payment Card
  - This card provides the rate debtor with the required details to be able to maintain their arrangement via the Bpay or Billpay payment channels.

Both the Payment Arrangement Covering letter and Agreement is created as outbound document within Council's electronic document management system and relevant notes are made against the electronic property record in Council's mainframe rating system.

**Legislation:** Nil

## **Policy Statement**

*Council will provide assistance to ratepayers who may be experiencing financial difficulties, by offering a range of special payment arrangements. Arrangements must be within declared payment dates or beyond that, may attract penalty interest depending upon circumstances.*

## **4.4. Calculation of Interest**

If payment was payable either in instalments or in a lump sum, and neither the first instalment or the lump sum were paid by the legislated payment dates, on and from the date on which each instalment was due, interest will calculate. Interest will be charged and calculated at the prescribed rate.

# Property Rate Debt Management Policy

## 4.4.1. Rate of Interest

Interest will be charged and calculated at the rate fixed from time to time by the Attorney-General under Section 2 of the Penalty Interest Act 1983.

**Legislation:** LGA – Section 172 – Council may charge interest on unpaid rates and charges  
Penalty Interest Rates Act 1983 – Section 2

### Policy Statement

*Nil*

## 4.5. Pension Rebate

The LGA provides that eligible pensions shall receive a rebate of rates and charges levied. Pensioners who hold eligible concession cards may be entitled to receive a rebate, at the amount prescribed by the Department of Health and Human Services.

The rebate applies only to the principal place of residence of the pension card holder, which is determined by the address appearing on the ratepayers' pension card.

The Health Care Card, certain Seniors cards and certain Department of Veteran Affairs (DVA) cards are not eligible cards. Application forms are available from Council's customer service office or website.

**Legislation:** LGA – Section 171 Sub Section 4 – Waiver  
Pension rebate is administered in accordance with Department of Health and Human Service Guidelines at the amount prescribed by the Minister

### Policy Statement

*Nil*

## 4.6. Late Payment and Escalation of Rates and Charges

Once Council's Revenue Services Team has been through the MSC documented in-house process of escalation (Reminder and Final Notices), Council may then recover any outstanding rates or charges via the Magistrates' Court.

This process entails the lodgement of outstanding accounts with the Debt Collection Agency appointed by Council, who then take the following steps to attempt to recover the outstanding debt:

- Letter of Demand
  - Sent to each property as notified by Council. Letter allows seven days for the ratepayer to make full payment or enter into a suitable payment arrangement with the Collection Agency. Prior to any further escalation by the Collection Agency, if a contact phone number is held for the Rate Debtor, the Collection Agency will attempt contact.

# Property Rate Debt Management Policy

- Field Call
  - If no response to the Letter of Demand or Phone Call (where possible), the Collection Agencies appointed agent will endeavour to make a Field Call to either the mail or rated property address to verify the Rate Debtor is aware of the debt.
- Complaint
  - If no response to the Letter of Demand or Field Call, the account will be further escalated and issued with a Complaint to the registered property owner(s).
  - A complaint is issued by the appropriate Court and once legal costs have been incurred, the complaint is then issued to the Process Server for service of documents on the registered owner(s).
  - Once the documents are served, the rate debtor(s) have rights under the court processes to resolve or further dispute the debt.
- Judgement
  - If account remains unresolved or there has been no action by the rate debtor(s), a Judgement Order will be issued
  - A letter is sent to the rate debtor(s) advising order has been registered and requesting payment. This debt will now appear on the rate debtor(s) credit rating.
- If the account remains unpaid after this point, Council can then further escalate via civil proceedings available through court processes.

All costs incurred from the Debt Collection Agency are levied back to the property rate account and are a secured charge against the property as are rate transactions. Even where a property changes ownership, costs are secured and recoverable.

Due to the costs associated with escalation of accounts via the Magistrates Court, rate accounts with balances below \$1,500 will not be escalated to the Debt Collection Agency. The debt will remain outstanding and continue to accrue interest until the balance outstanding reaches \$1,500 at which point the debt will be escalated.

For further information pertaining to the above escalation steps, please refer to Council's Revenue Services Team.

**Legislation:** LGA – Section 180 – Unpaid Rates and Charges  
LGA – Section 175 – Person acquiring rateable land

## **Policy Statement**

*Nil*

### **4.7. Deferral of Rates, Charges and Interest**

Ratepayers may have rates and charges, or part thereof, deferred in accordance with the LGA. Ratepayers will be encouraged to enter into and maintain special payment arrangements as a commitment to reduce obligated debt. Special Payment arrangements must be co-ordinated and implemented by the Revenue Services Team.

# Property Rate Debt Management Policy

If the maintenance of a special payment arrangement is not viable or suitable for the ratepayer(s) circumstances, a further process is available in accordance with the Financial Hardship provisions of this Policy.

**Legislation:** LGA – Section 170 – Deferred Payment

## Policy Statement

*The application for the deferral of rates, charges and interest will be managed in accordance with the Financial Hardship provisions within this Policy.*

## 4.8. Waiver of Rates, Charges, Interest and Costs

### 4.8.1. Rates and Charges

On occasion there may be instances where low value rates and charges may require waiver as a result of administrative errors. Where there are extenuating circumstances in accordance with the Delegation of Authority section of this Policy part waivers may be approved.

However, where there is no administrative error, any decision to waive rates and charges will be in accordance with the provisions of the Financial Hardship section of this Policy.

### 4.8.2. Interest and Debt Collection Costs

Ratepayers may have interest or debt collection costs waived where the reason for the late payment, although not related to financial hardship, is considered reasonable, subject to the following:

- Request for Waiver of Interest and/or Costs, must be in writing on the prescribed form (Attachment 3), which is in the form of a Statutory Declaration.

The following items will be considered when reviewing an application for the waiver of penalty interest and/or costs:

Acceptable Circumstances	Non Acceptable Circumstances
<ul style="list-style-type: none"> <li>• If ratepayer has maintained a special payment arrangement and is showing commitment to reduce debt and has not previously had waiver approved</li> <li>• If ratepayer has a proven payment history (not incurred interest and/or costs in the past 3 years)</li> <li>• At the completion of an agreed payment arrangement, waiver of penalty interest may be considered</li> <li>• Failure by Council to update a postal address after formal written notification</li> </ul>	<ul style="list-style-type: none"> <li>• Mere oversight of due date for payment will not be accepted</li> <li>• Failure to contact Council prior to the due date to advise of financial difficulties</li> <li>• Previous special payment arrangements not being maintained</li> <li>• Previous history of late payments</li> <li>• Lack of communication from ratepayer to alter contact mail address</li> <li>• Field call resulted in direct conversation with ratepayer(s) or</li> </ul>

# Property Rate Debt Management Policy

<ul style="list-style-type: none"> <li>• Incorrect contact details provided in a Notice of Acquisition</li> <li>• Compassionate Grounds (family illness or death)</li> </ul>	<p>appropriate representative and no subsequent action from ratepayer</p>
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The application for waiver of interest and/or costs will be assessed and approved in accordance with the delegated authority section of this policy and will consider above circumstances and the following criteria:

- A 3 year (if owner has owned property for this period of time) good payment history (E.g.: No escalation in that time);
- No previous waivers of interest and/or costs;
- Special Circumstances (Health, Family, etc);
- Any verified verbal communications with ratepayer(s) and Council or Collection Agency (e.g.: via field call, etc); and
- No other money owing to Council.

Where an application for the waiver of interest and/or costs is approved, if future accounts are not paid in accordance with the required payment dates Council will have the right to reinstate any previously waived interest and/or costs. This right will be communicated to rate debtors at the time of the approval being communicated.

**Legislation:** LGA – Section 171 - Waiver  
LGA – Section 172 – Council may charge interest on unpaid rates and charges

## Policy Statement

*Council will waiver interest and costs in consideration of the above acceptable circumstances where application has been made on the prescribed form.*

## 4.9. Application for Financial Hardship

### 4.9.1. Financial Hardship Principles

- Early identification of financial hardship is key and where there is no communication from the ratepayer(s) it can be very difficult to identify financial hardship
- Accessibility of information about Council hardship provisions, including material on Council websites and rate brochures
- Referral of financial hardship applications to qualified financial counsellors. If the ratepayer(s) are experiencing financial difficulties with their rate account, there are generally other accounts which they are having difficulty paying.

### 4.9.2. Financial Hardship Application

The MSC recognises that financial hardship can arise with some ratepayers and will consider applications for financial assistance in the following circumstances:

- A confidential statement must be submitted by the ratepayer as evidence that the payment of the outstanding rates and charges would cause hardship to the ratepayer(s).

# Property Rate Debt Management Policy

- The confidential statement must be on Council's prescribed form (Attachment 4) and must be signed as a Statutory Declaration of that person(s) circumstances.
- Financial Hardship will only be considered for residential, owner occupied properties.
- Financial Hardship will not be consider for:
  - Investment properties;
  - Commercial, Industrial and Extractive Industry properties; and
  - Vacant Land properties.
- If full disclosure is not made by the applicant or it is found that incorrect disclosures were deliberately made, Council reserves the right to collect any interest previously foregone or waived.
- The privacy of applicant information is paramount and every application for assistance under this Policy will be treated confidentially and all assessments will be made on a case by case basis.

#### *4.9.3. Financial Hardship Application Referral*

When a completed Financial Hardship application is received by Council's RS&PC, it will be:

- Referred to Child and Family Services Financial Counsellor for review;
- The Financial Counsellor will contact the ratepayer and either discuss over the phone or meet face to face to ensure that the counsellor understands the ratepayers financial position sufficiently to advise Council of what the ratepayer could manage in the form of an arrangement
- The financial counsellor recommendation will be incorporated into a Confidential Council Report for discussion and resolution by Council.

#### *4.9.4. Financial Hardship Application – Consideration by Council*

Once a recommendation has been received by the Financial Counsellor, a Council report will be compiled which incorporates an overview of the property:

- Property number, address locality, municipal ward;
- The rate category the property is rated under;
- The current Capital Improved Value of the Property;
- Details of any previous financial hardship applications and associated deferrals; and
- The total rate arrears, current year rates and a grand total of both.

The Council report will also include the payment arrangement recommendation from the financial counsellor, any additional considerations which should be taken into account and an overall recommendation which will include:

- What the recommended payment arrangement will cover if the arrangement was maintained for a period of 12 months;
- Waiver of any interest incurred on the rate account during the arrangement period, if the arrangement has been maintained for the 12 month period;
- Regular payments to continue beyond the 12 month period if the ratepayer wants Council to consider any further applications for financial hardship;

# Property Rate Debt Management Policy

- If the ratepayers financial position does not improve in future years that they re-apply for financial hardship provisions;
- At the end of the 12 month arrangement period, with the consent of the property owner that the remaining outstanding rate debt be deferred as a charge against the property.

#### *4.9.5. Financial Hardship – Ratepayer obligations and deferral of rate debt*

It is the ratepayer's responsibility to advise Council of their financial difficulties as soon as they are aware that they will not be able to meet the rate debt.

If Council adopts the recommended resolution, the ratepayer will be advised of the outcome and the requirement to maintain agreed arrangement for a period of 12 months. At the end of the 12 month period, if the arrangement has been maintained the ratepayer will be issued with a form which they will be required to sign consenting to the remaining debt to be raised as a charge against the property.

The deferral of the remaining rate account will no longer show on the ratepayers annual rate notices and will not incur ongoing penalty interest. The ratepayer would only be required to pay the deferred rate charge if:

- The ratepayers circumstances changed, which would no longer result in the ratepayer suffering financial hardship as a result of repaying the debt;
- The ratepayer defaults in any agreement associated with the deferral; or
- The property is sold.

**Legislation:** LGA – Section 171A – Waiver by application of Financial Hardship

#### **Policy Statement**

*All applications for financial hardship must be made on the prescribed Financial Hardship Application form (Attachment 4).*

*Council will only defer rates and charges as a charge against the property up to 10% of the Capital Improved Value of the property. The deferral of rates and charges as a charge against the property in subsequent years must ensure that the total charge does not exceed 10% of the Capital Improved Value of the property.*

*Where the deferral of rates and charges is in excess of 10% of the Capital Improved Value, the ratepayer will be required to pay a portion of the rates and charges.*

*Financial hardship will only be considered for a ratepayer's principal place of residence, unless there are extenuating circumstances.*

# Property Rate Debt Management Policy

## 4.10. Sale of Property for Unpaid Rates and Charges

The LGA allows Council to sell property for the purposes of collecting outstanding rates and charges. To enable this process to occur:

- There must be rates and charges outstanding for a period of three (3) or more years
- Council must pass a resolution to sell the property for the recovery of outstanding rates and charges
- Council must obtain appropriate Court orders
- Council must not have an existing current arrangement for the payment of outstanding rates and charges
- Must obtain a written valuation of land by a valuer
- Serve a notice on anyone appearing from the Land Title Register as an interest in the land
- Give public notice of Council's intention to sell
- Notify interest/registered parties of auction details

Once all of the above requirements are achieved, Council's Debt Collection Agency will issue a pre Section 181 letter to the property owner advising that Council will proceed to sell the property if no action is taken.

Once Council's Revenue Services Team exhausts all other collection options, a report will be generated outlining details of the property and the steps taken to recover the outstanding debt. It will be the decision of Council to sell the property.

In accordance with provisions of the LGA, where the registered owner is not locatable any excess funds from sale can be retained by Council after certain conditions are met.

Where Council has sold a property in accordance with these provisions and the sale price has not covered the total outstanding debt against the property, Council will be required to write off the remaining balance.

**Legislation:** LGA – Section 181 – Sale of property for unpaid Rates and Charges

### **Policy Statement**

*Council will consider each recommendation of sale at a confidential session at any Ordinary Council meeting.*

*Excess funds from property sales will be placed in a trust fund and will be utilised to offset sales that have not covered the full cost of outstanding debt or be used to defray the write off of rate debt deemed as unrecoverable.*



# Property Rate Debt Management Policy

## 4.11. Delegation of Authority

Below are details of authority on each of the items covered within this policy

Type/Function	Authority Limit	Delegation
Special Payment Arrangements	Not Applicable	Revenue Services Team
Escalation of Accounts to Debt Collection Agency	All outstanding accounts	RS&PC or Senior Revenue Officer
Waiver of Interest* (1)	Up to \$25	Senior Revenue Officer and Revenue Officer
Waiver of interest and/or costs*	Up to \$1,000	RS&PC
Waiver of interest and/or costs*	>\$1,000 and <\$5,000	CFO
Waiver of interest and/or costs*	> \$5,000	General Manager Infrastructure
Waiver of Rates and Charges as a result of administrative errors	Up to \$1,000	CFO
Waiver of Rates and Charges	>\$1,000 will be in accordance with Financial Hardship provisions	Council via resolution (confidential session)
Deferral of Rates, Charges and Interest	In accordance with Financial Hardship provisions	Council via resolution (confidential session)
Application for Financial Hardship	All applications	Council via resolution (confidential session)
Appeal of Decision	All appeals	Council via resolution (confidential session)
Sale of property for unpaid rates and charges	All proposed sales	Council via resolution (confidential session)

\* Waiver of interest and/or costs will be considered in accordance with provisions within this policy

(1) These applications will not require the formal application form to be completed

## 4.12. Reporting

The following statistical information will be reported on within the quarterly financial reports presented to Council:

- Number of current payment arrangements;
- Value of interest calculated year to date within the current financial year;
- Number of properties receiving an eligible Pension Rebate;
- Type/Function, number and value of applications made under delegated authority;
- Type/Function, number and value of approved applications made under delegated authority;

# Property Rate Debt Management Policy

- Number and value of Financial Hardship applications received for current year;
- Number and value of Financial Hardship applications approved by Council for current year;
- Summary of outstanding rates for properties that have more than three years rates outstanding by Rate Category.
- The balance of the property sale trust fund and any transactional movements that have occurred within the current financial year

## 5. Right of Appeal

A delegated decision made by the RS&PC, CFO or the General Manager Infrastructure can be appealed by the applicant by making a formal request to Council for a review of the decision.

Such applications must be made by the applicant themselves (not a third party) and will be reviewed by Council in a closed session of Council. Right of Appeal applications must be on the prescribed application form (Attachment 5).

Decisions by Council are final and there are no further rights to appeal unless there is information which was overlooked in the first instance or circumstances have changed, at which point, a further application can be made by the applicant for Council to review previous decision, taking into account additional or changed information.

## 6. Related Legislation and Policies

- Local Government Act (Victoria) 1989
- Penalty Interest Rates Act 1983
- Municipal Association of Victoria – Hardship Policy Guidelines – November 2013

## 7. Council Plan Reference

Objectives: 1 Providing Good Governance and Leadership  
Context: 1C Our Business and Systems

## 8. Review

Council is committed to continuous improvement and will regularly review this Policy to ensure it continues to meet its objectives.

The Chief Executive Officer/Executive Team shall review compliance with this policy on an ongoing basis.

The Property Rate Debt Management Policy shall be reviewed every four (4) years.

### 11.4.3 Capital Improvement Program Quarterly Report – December 2018

#### Introduction

Author: Ewen Nevett  
General Manager: Phil Jeffrey

#### Background

The delivery of the Capital Improvement Program (CIP) is an important function of Council's operations and represents a significant portion of Council's overall expenditure. Accordingly, the status of the overall program is reported to Council every quarter.

#### Proposal

This quarterly report provides Council with an overview of the progress of Council's 2018/2019 Capital Improvement Program to 31 December 2018.

#### Implementation of the 2018/2019 Capital Improvement Program

The 2018/2019 Capital Improvement Program currently consists of 46 projects, of which only 1 is inactive and cannot commence. Therefore, the table below reports on the 45 active projects in terms of percentage. This number will be adjusted throughout the year as other projects become active.

This list incorporates projects from various sources including but not limited to the following:

- Projects carried forward from 2017/2018 program
- 2018/2019 Council budgeted projects
- Grant funded projects

Also for simplicity sake the reseal, final seal, gravel road resheet and shoulder resheet programs have been listed as 4 projects in total rather than listing each individual road under each respective program.

The Engineering Services Unit nominates 6 key stages of the project delivery process and will report with reference to these stages in regard to the overall program status. The table below summarises the overall program status as at 31 December 2018:

CIP Program Delivery Stage	Actual as of 31 December 2018	
	No. of Projects	%
Not Commenced (inactive/on hold)	1	-
Not Commenced	0	0.0
Documentation/Design Preparation	8	17.8
Tender/Quote Stage	2	4.4
Project Awarded – Waiting Commencement	15	33.3
In Progress/Under Construction	11	24.4
Complete	9	20.0
<b>TOTAL</b>	<b>45</b>	<b>100.00</b>

The attached report details the proposed timeframe and progress of each individual project. In addition the report also provides specific comments in relation to each project and its status.

### Program Status

At this stage of the financial year the program is generally tracking well. Over 78% of the program is either already complete, currently under construction or the project is awarded and ready to be constructed.

### Active project – Funding Success

#### *Public Transport Victoria (PTV) – Bus Shelter Program*

Following the successful upgrade of 12 bus stop throughout Bacchus Marsh through the 2017/18 Capital Improvement Program, Council has recently been successful securing further funding to continue the upgrade of a further 6 bus shelters throughout Bacchus Marsh at high priority sites.

### New Project

#### *Bacchus Marsh Balliang Road, Maddingley – Pavement Rehabilitation & Widening*

Council has recently secured funding through VicRoad's Fixing Country Roads Program. The funding will enable the rehabilitation and widening of Bacchus Marsh Balliang Road from Rowsley Station Road through to the proposed new Roundabout at the McCormacks Rd intersection.

These construction works will supplement the current Bacchus Marsh Racecourse Recreation Reserve (BMRRR) project as these works will incorporate a shared path along the BMRRR boundary, the upgrade of the existing BMRRR entrance and construction of a new entrance to service future BMRRR works.

### **Policy Implications**

The Council Plan 2017 – 2021 provides as follows:

**Strategic Objective 1**                      Providing Good Governance and Leadership

**Context 1A**                                Our Assets and Infrastructure

The proposal is consistent with the Council Plan 2017 – 2021.

### **Financial Implications**

Reporting of the Capital Improvement Program has been resourced as part of Council's budget; accordingly there are no additional financial implications. At this point in time, the program is within budget parameters.

### **Risk & Occupational Health & Safety Issues**

There are no irregular Risk and Occupational Health and Safety issues identified in this report. Specific risk elements are analysed and dealt with as part of the delivery of each individual project.

## Communications Strategy

Progress on the Capital Improvement Program will be reported in the following formats:

- Infrastructure update on active projects Weekly
- Update on major projects Monthly
- Moorabool Matters Quarterly
- Moorabool News As required
- Report to Council Quarterly

Specific projects are communicated to the community and affected residents as required through a range of methods including but not limited to advertisements, mail outs and letter drops.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the *Local Government Act 1989* (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as General Manager, I have no interests to disclose in this report.

*Author – Ewen Nevett*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

This report provides a summary of the progress of the Capital Improvement Program for the second quarter of the 2018/2019 period for the information of Councillors.

## Recommendation:


**That Council receives the Capital Improvement Program quarterly report to 31 December 2018.**

---

## Report Authorisation

Authorised by:

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Thursday, 20 December 2018



# Attachment - Item 11.4.3

# SEALED ROADS PROGRAM

## Ballan Meredith Road, Morrisons – Pavement Widening

Ch 4.83 - 5.07km  
North of Grants Ln

Task	Start Date	End Date	% Complete	Budget	Budget Status
Shoulder Sealing – Construction	01/10/2018	12/10/2018	100	\$75,000	

Project was carried out by the Operations Department and completed in October 2018.

## Clarkes Road, Glen Park– Road Rehabilitation

Ch 1.26 – 2.6km  
From Mannings Rd to Madderns Rd

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation and Widening	14/01/2019	22/02/2019	0	\$500,000	

Project will be carried out by the Operations Department and is scheduled to commence in January 2019.

## Franklin Street, Maddingley - Road Rehabilitation

Ch 0.05 – 0.22km  
From Griffith St to Labilliere St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	05/11/2018	25/01/2019	50	\$400,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd. Works commenced on site in November 2018 and are scheduled for completion in January 2019.

## Woolpack Road, Maddingley - Stage 2– Road Rehabilitation

Ch 0.62 – 1.98km  
From Werribee River to Geelong Bacchus Marsh Rd

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	04/02/2019	29/03/2019	0	\$1,390,000	

Project has been awarded to Patten Pavement Services Pty Ltd, with commencement anticipated for February 2019.

## Old Melbourne Road, Millbrook - Road Rehabilitation

Ch 17.285 – 18.361km  
From Ryans Rd to Railway Line

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	22/10/2018	21/12/2018	100	\$380,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in December 2018.

## Ormond Road, Wallace – Road Rehabilitation

Ch 3.97 – 5.72km  
North of Old Western Hwy

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation & Widening	28/01/2019	08/03/2019	0	\$711,095	

Project has been awarded to Bitu-Mill (Civil) Pty Ltd, with commencement anticipated for January 2019.

## Myrniong Korobeit Road, Myrniong – Road Rehabilitation

Ch 0.00 – 0.29km  
North of Old Western Fwy

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation and Widening	16/10/2018	14/12/2018	100	\$164,000	

Project was carried out by the Operations Department and completed in December 2018.

## Wittick Street, Darley - Road Rehabilitation

Ch 0.49 – 1.37km  
From Halletts Way to Nicholson St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	07/01/2019	25/01/2019	0	\$642,000	

Project has been awarded to Bitu-Mill (Civil) Pty Ltd, with commencement anticipated for January 2019.

## Ormond Rd / Barkstead Rd, Mollonghip – Pavement Rehabilitation

Ch 8.20 – 8.98km  
From Barkstead Rd to

Task	Start Date	End Date	% Complete	Budget	Budget Status
Pavement Rehabilitation and widening	02/07/2018	23/11/2018	100	\$350,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in November 2018.

## Griffith Street, Maddingley – Roundabout Construction

Intersection of Griffith St & McCormacks Rd

Task	Start Date	End Date	% Complete	Budget	Budget Status
Roundabout Construction	22/04/2019	12/07/2019	0	\$1,500,000	

Design works are currently underway with the tender period anticipated for January 2019. Construction works are scheduled to take place in April 2019.

## Haddon Drive, Ballan – Road Construction

Ch 0.0 – 1.7km  
South of Gillespies Lane

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Construction	20/05/2019	26/07/2019	0	\$627,142	

Design works are currently underway with the tender period anticipated for February 2019. Construction works are scheduled to take place in May 2019.

## Ballan Greendale Road, Ballan – Preplanning

Ch 0.91 – 1.27km  
From Myrtle Grove Rd to Bridge over Western Fwy

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	30/07/2018	18/01/2019	50	\$20,000	

Project has been awarded to TAC Design Pty Ltd. Design works are currently in progress with completion anticipated for January 2019.

## Blackwood Street, Ballan – Preplanning

Ch 0.07 – 0.91km  
From Mill Park St to Myrtle Grove Rd

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	30/07/2018	18/01/2019	50	\$20,000	

Project has been awarded to TAC Design Pty Ltd. Design works are currently in progress with completion anticipated for January 2019.

## Franklin Street, Maddingley – Preplanning

Ch 0.29 – 0.48km  
From Labilliere St to Meikle St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	30/07/2018	18/01/2019	50	\$25,000	

Project has been awarded to CRE Consulting Engineers Pty Ltd. Design works are currently in progress with completion anticipated for January 2019.

## Old Melbourne Road, Dunnstown – Preplanning

Ch 28.35– 30.36km  
From Forbes Rd to Dunnstown Rec Reserve Entrance

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	30/07/2018	18/01/2019	50	\$35,000	

Project has been awarded to TAC Design Pty Ltd. Design works are currently in progress with completion anticipated for January 2019.

## Werribee Vale Road, Maddingley – Preplanning

Ch 0.00 – 0.70km  
From Meikle St to Halletts Way


Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	30/07/2018	18/01/2019	50	\$40,000	

Project has been awarded to CRE Consulting Engineers Pty Ltd. Design works are currently in progress with completion anticipated for January 2019.




**Fisken Street, Bacchus Marsh – Preplanning**

Intersection of Main St, Bacchus Marsh

Task	Start Date	End Date	% Complete	Budget	Budget Status
Intersection Rehabilitation	26/03/2018	30/03/2019	50	\$50,000	

Project has been awarded to Meinhardt Group Pty Ltd. Design works are currently in progress with completion anticipated for March 2019.

**Bacchus Marsh Balliang Road, Maddingley – Road Rehabilitation**Ch28.323 – 30.810km  
McCormacks Rd to Rowsley Station Rd

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation and Widening	18/03/2019	30/06/2019	0	\$630,000	

This project is currently out to tender with submissions due late January 2019. Construction works are anticipated to commence in March 2019.

## RESEAL PROGRAM

### Reseal Contract

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Reseal works on various roads	15/10/2018	03/11/2018	100	\$500,670	

Project was awarded to VSA Group Pty Ltd and completed in November 2018.

### Final Seals

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Final Sealing of various roads	15/10/2018	03/11/2018	100	\$295,526	

Project was awarded to VSA Group Pty Ltd and completed in November 2018.

## SHOULDER RESHEETING PROGRAM

### Shoulder Resheeting Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Resheeting of road shoulders throughout the Shire	07/12/2018	01/04/2019	0	\$428,400	

Project will be carried out by the Operations Department with completion anticipated in April 2019. The program consists of 4 roads covering 7.14km of the sealed road network.

- Bacchus Marsh – Balliang Road, Rowsley Not commenced
- Bacchus Marsh – Balliang Road, Maddingley Not commenced
- Glenmore Road, Rowsley Not commenced
- Glenmore Road, Maddingley Not commenced

## UNSEALED ROADS PROGRAM

### Gravel Road Resheeting Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Resheeting of gravel roads through the Shire	10/10/2018	12/04/2019	50	\$1,050,628	


Project will be carried out by the Operations Department with completion anticipated in April 2019. The program consists of 5 roads covering 9.536km of the unsealed road network.

- Coalmine Road, Lal Lal Not commenced
- Ironbark Road, Ingliston Commenced
- Ingliston Road, Ingliston Not commenced
- Edols street, Ballan Commenced
- Haywood Road, Ballan Not commenced

## BRIDGES AND CULVERTS PROGRAM

### Dog Trap Gully Road, Rowsley – Superstructure Replacement


North of Glenmore Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Replacement of superstructure	05/11/2018	21/12/2018	100	\$291,270	

Project was awarded to Axis Infrastructure Pty Ltd and completed in December 2018.

### Mount Doran Road, Elaine – Preplanning

West Moorabool


Task	Start Date	End Date	% Complete	Budget	Budget Status
Bridge Renewal - Preplanning Allocation	19/11/2018	29/03/2019	15	\$35,000	

Design services are currently being sourced with a successful consultant expected to be confirmed in January 2019. Design works will follow with completion anticipated for May 2019.

## PATHWAYS PROGRAM

### DDA Upgrade Program


Various locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Upgrade pedestrian crossings and footpaths to ensure DDA compliance	21/01/2019	05/04/2019	0	\$20,000	

This allocation of \$20,000 was allocated to the Main Street, Gordon project as per the resolution of Council at the Special Meeting of Council/ The funding will assist in pedestrian accessibility and connectivity within the CBD of Gordon.

### Inglis Street, Ballan– Streetscape Improvements


Southern side  
Cowie St to Fiskin St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Streetscape Improvements	14/01/2019	21/06/2019	0	\$600,000	

Project has been awarded to Evergreen Civil Pty Ltd, with commencement anticipated for January 2019.

### Old Melbourne, Gordon – Footpath Renewal

From Gordon Recreation Reserve  
to Cemetery Lane


Task	Start Date	End Date	% Complete	Budget	Budget Status
Rehabilitation of a gravel footpath.	08/04/2019	03/05/2019	0	\$38,000	

Document preparation is currently underway with project commencement scheduled for April 2019.

## KERB AND CHANNEL PROGRAM

### Duncan Street, Ballan – Kerb and Channel Replacement


From Steiglitz St to Edols St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement including formalisation of school crossing and angle parking	02/07/2018	09/11/2018	100	\$150,263.68	

Project was carried out by the Operations Department and completed in November 2018.

### Main Street, Gordon – Kerb and Channel Replacement


Russel St Intersection

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement including drainage improvements and pavement rehabilitation works.	18/02/2019	26/04/2019	0	\$350,000	

Project has been awarded to Butler Excavations Pty Ltd, with commencement anticipated for February 2019.

### Sydney Street, Bacchus Marsh – Kerb and Channel Replacement


From Stanfield St to Graham St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Partial replacement of substandard kerb and channel segments.	14/01/2019	15/02/2019	0	\$71,644	

Project will be carried out by the Operations Department and is scheduled to commence in January 2019.

### Duncan Street, Ballan – Preplanning


From Inglis St to Steiglitz St

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement – Preplanning Allocation	06/08/2018	22/02/2019	60	\$20,000	

Project has been awarded to Driscoll Engineering Services Pty Ltd. Design works are currently in progress with completion anticipated for February 2019.

### Grey Street, Darley – Preplanning

From Gisborne Rd to Halletts Way


Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement – Preplanning Allocation	21/01/2019	24/05/2019	0	\$15,000	

Design services are currently being sourced with a successful consultant expected to be confirmed in January 2019. Design works will follow with completion anticipated for May 2019.

## BUS STOP PROGRAM

### Bus Stop Upgrade Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Upgrade of high priority bus stop locations throughout Bacchus Marsh	25/03/2019	26/04/2018	0	\$110,000	

Council has recently been successful securing further funding to continue the upgrade of further bus shelters throughout Bacchus Marsh at high priority sites. The construction of bus pads and installation of shelters are expected to commence in March 2019.

## COMMUNITY LAND PROGRAM

### Bacchus Marsh Racecourse Recreation Reserve, Active Sports Precinct

Task	Start Date	End Date	% Complete	Budget	Budget Status
BMRRR – Provision of Active sporting facilities	12/03/2018	30/06/2019	25	\$5,750,000	

The design consultancy services has been awarded to Group GSA Pty Ltd. Bulk earthworks commenced on site in March 2018 and were completed in July 2018. The Sports Oval contract was awarded to Hume Turf and Machinery with works scheduled to commence in January 2019. The Cross Country Course contract was awarded to Boonoon Design Pty Ltd with construction also anticipated to commence in January 2019. The New BMX Track Construction tender closed in December 2018 and is currently being evaluated along with the Civil Works & Services package which will be out to tender in January 2019.

### Maddingley Park, Tennis Club

Maddingley Park

Task	Start Date	End Date	% Complete	Budget	Budget Status
Court surfacing and lighting	25/02/2019	26/04/2019	0	\$405,000	

Tender evaluation is currently underway with the project commencement anticipated for February 2019.

### Dunnstown Recreation Reserve, Dunnstown

Dunnstown Recreation Reserve

Task	Start Date	End Date	% Complete	Budget	Budget Status
Netball/tennis court resurfacing	14/01/2019	25/01/2019	0	\$25,000	

Project has been awarded to Matchpoint Systems Pty Ltd, with commencement anticipated for January 2019.

### Darley Park, Oval Lighting

Darley Park

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting upgrade to main oval	18/03/2019	14/06/2019	0	\$250,000	

Document preparation & Powercor discussions are currently underway with construction commencement scheduled for March 2019.

### Darley Hub, Coaches Boxes and Scoreboard

Darley Hub Oval

Task	Start Date	End Date	% Complete	Budget	Budget Status
Installation of coaches boxes and scoreboard	11/02/2019	01/03/2019	0	\$30,000	

Document preparation is currently underway with project commencement scheduled for February 2019.

### Lidgett Street Recreation Reserve, Bacchus Marsh

Lidgett Street Recreation Reserve


Task	Start Date	End Date	% Complete	Budget	Budget Status
Play equipment renewal – includes master planning and paths	11/03/2019	10/05/2019	0	\$105,000	

The Masterplan development process is currently underway with playground renewal works scheduled for March 2019.

## COMMUNITY BUILDINGS PROGRAM

### Ballan Swimming Pool, Fence Upgrade Works

Ballan Swimming Pool


Task	Start Date	End Date	% Complete	Budget	Budget Status
New perimeter fence	22/10/2018	09/11/2018	100	\$46,500	

Project was awarded to Fence Works Pty Ltd and completed in November 2018.

## CORPORATE BUILDINGS PROGRAM

### Council Offices


Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Solar panels and lighting upgrade to LED	04/03/2019	26/04/2019	0	\$250,000	

Document preparation is currently underway with project commencement scheduled for March 2019.


## NON COUNCIL LAND/BUILDINGS PROGRAM

### Ballan Recreation Reserve, Netball/Tennis Court Reconstruction

Task	Start Date	End Date	% Complete	Budget	Budget Status
Reconstruction of Netball/Tennis courts and drainage improvements	21/01/2019	29/03/2019	0	\$380,000	

Tender evaluation is currently underway with the project commencement anticipated for January 2019.

### Clarendon Recreation Reserve, Community Hub


Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of a new Community Hub	12/03/2018	30/11/2018	95	\$180,896	

The Clarendon Recreation Reserve Committee of Management in conjunction with council officers are delivering this project. Construction commenced in March 2018 with the building works now complete. The CoM are now working with Council officers to finalise some associated works such as internal reserve road improvements and tennis court rectification works.

## PROJECTS TO BE DELIVERED BY OTHERS

### Maddingley Park, Sport Lighting


Junior Oval and Main Oval at Maddingley Park

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting upgrade to main oval and new lighting to junior oval	17/09/2018	22/02/2019	30	\$295,909	

This project is being delivered by specific user groups of Maddingley Park in association with Council Staff. Preliminary construction works commenced in September 2018 with completion expected in February 2019.

### Ballan Recreation Reserve, Playground Renewal

Ballan Recreation Reserve


Task	Start Date	End Date	% Complete	Budget	Budget Status
Playground renewal	10/12/2018	21/12/2018	100	\$17,820	

This project was delivered by the Ballan Recreation Reserve Committee of Management in association with the Ballan Recreation Reserve Playground Committee. Installation works commenced in mid-December and were completed prior to the end of 2018.

## PROJECTS ON HOLD

### Werribee Vale Road, Maddingley - Road Rehabilitation

Ch 1.57 – 3.26km  
West of Halletts Way

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	04/03/2019	26/04/2019	0	\$487,500	

Document preparation is currently underway with project commencement scheduled for March 2019. The final Scope of works will be confirmed prior to tendering based on the outcome of a grant funding announcement.



## 11.4.4 Review of Procurement Policy

### Introduction

Author: Jacinta Erdody  
General Manager: Phil Jeffrey

### Background

In accordance with section 186A(7) of the Local Government Act (LGA):

“at least once in a financial year, a Council must review the current procurement policy and may, in accordance with this section, amend the procurement policy.”

The existing Council Procurement Policy was first adopted 18 November 2009 and in accordance with legislative requirements has continued to be reviewed on an annual basis. The last formal review and adoption of the policy was in October 2017.

On 12 December 2017, an exposure draft of the Local Government Bill was released, giving community members, councils, and peak bodies the opportunity to provide feedback before the Bill was introduced into Parliament. The exposure draft proposes a number of changes to the current Local Government Act as it pertains to procurement with a focus on a more principles based procurement approach. The proposed reforms aim to encourage innovation, collaboration and achieve back of house efficiencies.

The current exposure draft proposes a number of changes to the current Local Government Act including;

1. Removal of the requirement to adopt a procurement policy annually. Under the new provisions Council will be required to review the Procurement policy at least once during the 4 year term of the Council.
2. Removal of tendering thresholds of \$150k (for goods and services) and \$200k (for works) that are contained within the Local Government Act. This will be decided by individual Councils within their respective Procurement policy.
3. A requirement that all procurement agreements give due consideration to any opportunities for collaboration with other Councils or public bodies.

Once the proposed changes to the Local Government Act come into force (date yet to be determined) it is likely there will significant changes to the Moorabool Shire procurement policy and associated procedures.

### Proposal

With impending reforms to the Local Government Act likely to occur in the next 12 months, there are only minor changes being proposed to the existing policy. Once the new legislation is passed, a major review of the Policy will be conducted to ensure that the Policy continues to align with the new Local Government Act.

The only changes to the existing policy, are as follows:

- Expansion of the policy scope to make provisions binding to all Councillors, Council Staff, Temporary employees, Contractors and Consultants whilst engaged by Council. The rationale for this is to ensure that authorised Council representatives take responsibility for the spend incurred at a Council level and ensure accountability to our community;
- Within clause 4.5.3 Exceptions to Requirement to Obtain Quotations have defined an expanded process is to be followed if the provisions of this clause are being utilised. For these instances, a prescribed form has been developed for Officers to complete. The rationale for this is to ensure a more clear and compliant process for authorised Officers;
- The Inclusion of Clause 4.6 Compliance and Continuous Improvement – this clause has been inserted to provide assurance that regular audits are being undertaken by Council to ensure compliance with existing Procurement Policy and Legislative requirements and aims to strengthen the policy through the reinforcement of good governance. The insertion of this clause formalises existing operational processes.

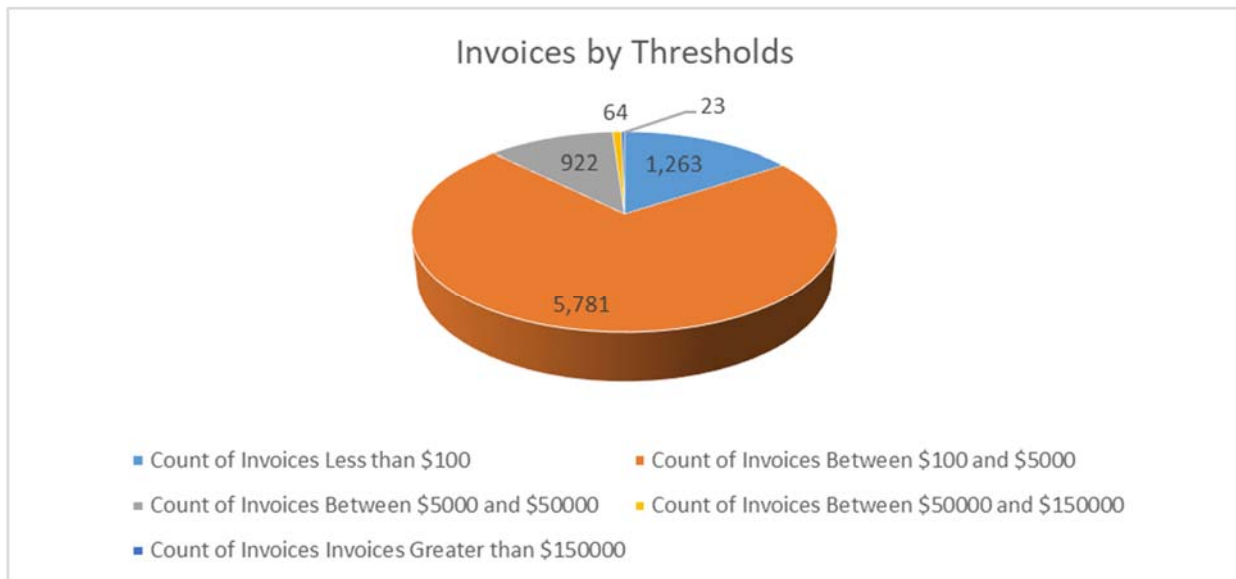
The policy and all associated provisions will continue to be reviewed into the future in accordance with legislative requirements and to ensure that Moorabool Shire Council is providing a value for money procurement function for the benefit of the community.

**Procurement Thresholds**

In the 2016/17 financial year, Council made significant changes to the procurement thresholds resulting in the current established threshold categories. The revised thresholds aim to balance efficiency, compliance and value for money.

A review of accounts payable transactions for the 2017/2018 financial year based on the current procurement thresholds indicates that the majority of our transactions (88%) are within the spend range that either does not require any quotes or only requires one verbal quote – however these transactions only form 20.7% of the total spend for the same period. 56.4% of spend is within procurement thresholds which requires three quotes, whilst the remaining spend (22.9%) is within public tender thresholds. Based on this analysis we are confident that procurement thresholds continue to allow for efficient operation whilst ensuring value for money outcomes. As a result, there are no changes recommended to the current established procurement thresholds.

Procurement Threshold Reuirements		Transaction Volumes		Total spend by Threshold	
Threshold	Requirement	No. Transactions	% of overall	Value of Transactions	% of overall spend
> \$0 <\$100	No quotation required	1,263	16%	67,156	0.2%
>= \$100 <\$5,000	1 verbal quotation	5,781	72%	6,806,817	20.5%
>=\$5000 < \$50000	3 written quotations	922	11%	13,709,359	41.4%
>=\$50000 <\$150000	Project Brief and 3 written quotations	64	1%	4,962,390	15.0%
>\$150000	Publc tender	23	0%	7,587,906	22.9%
		8,053	100%	33,133,628	100.0%



**Policy Implications**

The Council Plan 2017-2021 provides as follows:

**Strategic Objective 1:** Providing Good Governance and Leadership

**Context 1C:** Our Business Systems

The proposed changes to the Procurement Policy are consistent with the Council Plan 2017 – 2021.

**Financial Implications**

The adoption of the revised Procurement Policy has no additional known financial implications to Council.

**Risk & Occupational Health & Safety Issues**

As the annual review of this policy is legislated, there is a risk of non-compliance with the Local Government Act if this policy is not reviewed annually.

**Communications and Consultation Strategy**

Once Council has adopted the revised Procurement Policy, the updated document will be communicated to all staff, committees required to adhere to provisions of the policy and placed on Council’s website.

**Victorian Charter of Human Rights and Responsibilities Act 2006**

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Jacinta Erdody*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### Conclusion

After considering the revised Procurement Policy, Council resolve to adopt the document.

### Recommendation:

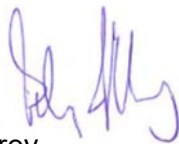
**That Council lay the revised Procurement Policy (IS014/Version 009) on the table for further consideration and then be formally adopted at the March 2019 OMC.**

---

### Report Authorisation

Authorised by:

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Thursday, 10 January 2019



# Attachment - Item 11.4.5

<b>Policy Type:</b>	COUNCIL
<b>Version:</b>	009
<b>Date Adopted:</b>	
<b>Service Unit</b>	Revenue Services and Procurement
<b>Directorate:</b>	Infrastructure
<b>Review Date:</b>	

## 1. Purpose

The purpose of this Policy is to:

- Provide policy and guidance to Council to allow consistency and control over Procurement activities;
- To develop sound and ethical procurement practices and systems;
- To manage risk associated with each stage of the procurement process;
- Demonstrate accountability to ratepayers; and
- Demonstrate the application of elements of best practice in procurement.

### 1.1. Background and Principles

Moorabool Shire Council recognises that:

- Developing a procurement policy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by Council, will enhance achievement of Council objectives such as sustainable and socially responsible procurement; bottom-line cost savings; supporting local economies; achieving innovation; and better services for communities.
- The elements of best practice applicable to Local Government procurement incorporate:
  - Broad principles covering ethics, value for money responsibilities and accountabilities;
  - Guidelines giving effect to those principles;
  - A system of delegations;
  - Procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement; and
  - A professional approach.
- Requires that Council's contracting, purchasing and contract management activities:
  - Support Council's corporate strategies, aims and objectives including, but not limited to those related to sustainability, protection of the environment, and corporate social responsibility;
  - Span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
  - Provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met;
  - Achieve value for money and quality in the acquisition of goods, services and works by Council;

- Can demonstrate that public money has been well spent;
- Are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
- Seek continual improvement including the embrace of innovative and technological initiatives such as electronic tendering processes to reduce activity cost;
- Generate and support business in the local community; and
- Comply with legislation, corporate policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Council standards and best practice.

## 1.2. Treatment of GST

All monetary values stated in this policy include GST, except where specifically stated otherwise.

## 2. Definitions and Abbreviations

Australian Business Number (ABN)	A unique 11 digit identifier for businesses. An enterprise must have an ABN to register for GST.
Act	<i>Local Government Act 1989.</i>
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, methodologies and process information, etc.
Contract Management	The process that ensures both parties to a contract that fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff/Officer	Includes full-time and part-time Council officers, and temporary employees, contractors and consultants while engaged by Council.
Financial Delegation	The authority to purchase goods and services on behalf of Council.
Goods and Services Tax (GST)	A 10% consumption tax on most goods and services. An enterprise must have an ABN and be registered for GST before GST can be applied.
Local Content	Includes the purchases of works, goods and/or services and/or labour from a business that is based within the boundaries of MSC.
Local Supplier	A supplier whose business is within the boundaries of MSC. For large organisations, this definition of local supplier is limited to the section or unit of the organisation that is submitting the tender.

MSC	Moorabool Shire Council
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Probity	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Standing Offer Arrangements (SOA)	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.
Superintendent	The person appointed by Council to exercise powers and duties defined in a particular contract and to administer the contract.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Quotation	A written and/or verbal offer to Council to carry out works, provide services or supply goods at a stated price.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.



## Value for Money

Value for Money in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:

- contribution to the advancement of Council's priorities;
- non-cost factors such as fitness for purpose, quality, service and support; and
- cost related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

## 3. Scope

This procurement Policy is made under Section 186a of the Local Government Act 1989.

This section of the Act requires Council to prepare, approve and comply with a Procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council Staff and temporary employees, contractors and consultants while engaged by the Council.

## 4. Policy

This policy is to be read in conjunction with the "Employee, Volunteer & Contractor Code of Conduct" and the "Councillors Code of Conduct".

Any breach of this policy will be addressed in accordance with the "Counselling & Disciplinary Action Policy".

### 4.1. Ethics and Probity

#### 4.1.1. Requirement

Council's procurement activities will be performed with integrity and in a manner able to withstand the closest possible audit scrutiny.

#### 4.1.2. Conduct of Councillors and Council Staff

##### 4.1.2.1. General

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;

- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

Council staff who are responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

#### *4.1.2.2. Members of Professional Bodies*

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

#### *4.1.3. Tender Processes*

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

#### *4.1.4. Conflict of Interest*

Councillors and Council staff shall at all times avoid situations in which private interest's conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

The Local Government Act defines and provides examples of conflicts of interest in sections 77A to 78E.

Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (i.e. specification development, evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor and the Council officer involved being alert to and promptly declaring an actual or potential conflict of interest to Council.

Where a direct or indirect conflict is identified, Attachment 1 to this policy (Procurement Disclosure of Conflict of Interest form) must be completed and submitted to Council's Governance Team and will be held on a central register. The register will be audited annually by the CEO.

#### *4.1.5. Fair and Honest Dealing*

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

#### *4.1.6. Accountability and Transparency*

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with Council's procurement policies and procedures as set out in this policy and other related, relevant Council policies and procedures.

Additionally:

- all Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by Council and provide feedback on them; and
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

#### *4.1.7. Disclosure of Information*

Commercial in Confidence information received by Council must not be disclosed and is to be stored in a secure location.

Councillors and Council officers are to protect, by refusing to release or discuss the following:

- Allocated Council budgets for proposed tenders;
- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is Commercial in Confidence information; and
- pre contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council officers are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre contract negotiations.

## **4.2. Governance – Responsible Financial Management**

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or external source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council officers must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

All Council Officers have a responsibility to ensure that this Procurement Policy and associated procedures are adhered to.

## **4.3. Achieving Value for Money**

### **4.3.1. Requirement**

Council's procurement activities will be carried out on the basis of obtaining Value for Money.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability, accessibility and delivery considerations. Lowest price is not the sole determinate of value for money, and Council is not required to accept the lowest tender.

Achieving best value also requires challenging the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, comparing service provision options against all those available, consulting with key stakeholders and ensuring competition in the open market.

Achieving best value for money must be the basis of all procurement decisions within Council.

### **4.3.2. Approach**

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- effective use of competition;
- using aggregated contracts and SOAs where appropriate;
- identifying and rectifying inefficiencies in procurement processes;
- developing cost efficient tender processes including appropriate use of e-solutions;

# Procurement Policy

- Council staff responsible for providing procurement services or assistance within Council providing competent advice in terms of available approaches and agreements; and
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

## 4.4. Internal Controls

Council have a framework of internal controls over procurement processes that ensure:

- more than one person is involved in and responsible for a transaction end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

## 4.5. Procurement methods according to amount

Threshold Amount (Inc. GST)		Available Methods
1.	\$0 - \$100	<ul style="list-style-type: none"> <li>• **MSC Purchase Card</li> <li>• Petty Cash (Employee Reimbursement Form)</li> <li>• Purchase Order (electronic)</li> <li>• Request for Payment</li> </ul>
2.	\$101 - \$5,000	<ul style="list-style-type: none"> <li>• **MSC Purchase Card (&lt;\$2,500)</li> <li>• Purchase Order (electronic) (in conjunction with 1 verbal quote)</li> <li>• Request For Payment</li> </ul>
3.	\$5,001 - \$50,000	<ul style="list-style-type: none"> <li>• **Purchase Order (electronic) (in conjunction with a request for a minimum of 3 Written Quotations)</li> <li>• Request for Payment</li> </ul>
4.	\$50,001 - \$150,000 (Goods and Services); or \$50,001 - \$200,000 (Carrying out of works)	<ul style="list-style-type: none"> <li>• **Purchase Order (electronic) (in conjunction with an approved project brief and a request for a minimum of 3 Written Quotations)</li> <li>• Request for Payment</li> <li>• Tender (electronic) (Optional)</li> </ul>
5.	\$150,000+ (for Goods and Services); or \$200,000+ (for Carrying out of works)	<ul style="list-style-type: none"> <li>• **Tender (electronic) (Compulsory – in accordance with LGA 1989 S186)</li> </ul>

\*\* Denotes Council's preferred method of procurement

Tenders can be one-stage, multi-stage, and/or one-part or multi-part.

An Expression of Interest (EOI) may be appropriate prior to issuing a tender.

## 4.5.1. Purchase Orders

Purchase orders (electronic) must be raised prior to engaging the supplier or prior to the goods or services being received or provided. A copy of the purchase order must be provided to the supplier and the purchase order number has to be quoted on their invoice. This ensures that invoices received by Accounts are easily identified and directed to the appropriate authorising Council Officer and approved for payment in a timely manner.

## 4.5.2. Other Procurement Methods

Council may also use aggregated purchasing arrangements with:

- other Councils;
- Municipal Association Victoria Procurement (MAV);
- Procurement Australia (PA – formerly known as MAPS Group and Strategic Purchasing); or
- Victorian State Purchasing Board (whole of Government Contracts).

The Minister may, from time to time, grant Section 186 exemptions to Local Government for the provision of goods or services.

Section 186(5) provides for circumstances where Section 186(1) does not apply. For Example: In the event of an emergency Council can resolve that a contract must be entered into without first undertaking a public tender process.

## 4.5.3. Exceptions to Requirement to Obtain Quotations

It is recognised and understood that in some circumstances quotations will be impractical to seek and obtain. Some of these circumstances include:

- Emergency works and circumstances;
- Existing IT hardware and software;
- Exempt payments (insurance premiums, workcover etc); and
- Other extraordinary circumstances.

In such circumstances, the employee responsible must obtain approval from the relevant General Manager in the form of the attached application form which outlines why the officer is seeking requirement to not obtain quotes and must have the relevant General Manager's approval before the procurement for service/goods is acquired. This clause doesn't apply to the requirement to tender under the Local Government Act unless exempt.

## 4.5.4. Support of Local Business

Council is committed to generating, supporting and buying:

- from local businesses;
- from businesses outside the boundaries of MSC, who purchase goods and/or services from local suppliers and/or who use local labour;
- has a preference for Australian made products and goods.

Support to Local Business and Australian made products and goods will be achieved through local price preferencing of 5% to obviate additional fees and charges (E.g.: cartage, transport, postage and handling). Every reasonable effort will be given to seek local quotations and to ensure that local suppliers are aware of current and upcoming tenders.

#### **4.6. Compliance and Continuous Improvement**

Council has established internal audits which are regularly reported to the Executive Group which have a focus on the education of staff and ongoing improvement to daily procurement activities. These audits ensure compliance with various components of the Procurement Policy and relevant provisions of associated legislative requirements.

#### **4.7. Payment Terms**

Council's standard payment terms are 28 days from the date of the invoice and 14 days for local suppliers. Council's payment terms override supplier's terms and the supplier should be informed of this at the time of engagement. Alternative arrangements may be made within contract documents.

Council's preferred method of payment is Electronic Funds Transfer.

#### **4.8. Delegation of Authority**

##### *4.8.1. Requirement*

Delegations define the limitations within which Council Officers are permitted to work. Delegation of procurement authority allows specified Council Officers to approve certain purchases, and quotation, tender and contractual processes without prior referral to Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to Council and the public that procurement activities are dealt with at the appropriate level.

As such, Council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for Contract Management activities.

##### *4.8.2. Delegations – Council Officers*

Council shall maintain a documented scheme of procurement delegations, identifying Council Officers authorised to make such procurement commitments in respect of goods, services and works on behalf of Council and their respective delegations contained in Financial Delegations policies for:

- acceptance of tenders
- acceptance of quotes
- contract term extensions (within authorised delegation limit)
- contract amendment (non-financial)

- contract amendment (financial)
- appointment to register of pre-qualified suppliers
- credit card purchases
- procedural exceptions

#### 4.8.3. Delegations – Reserved for Council

Commitments and processes which exceed the CEOs delegation and which must be approved by Council are:

- signing and sealing of contract documents (unless provided for in a Council resolution);
- tender recommendations and contract approval for all expenditure in excess of the CEOs Financial Delegation; and
- contract term extensions in excess of the CEOs Financial Delegation.

## 5. Right of Appeal

Any complaints in relation to procurement activities at Moorabool Shire Council are to be directed to the General Manager Infrastructure as follows:

Phone: (03) 5366 7100  
Fax: (03) 5368 1757  
Email: [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)

## 6. Related Legislation and Policies

Australian Competition and Consumer Commission (ACCC)  
A New Tax System (Goods and Services Tax) Act 1999  
Local Government Act 1989  
MSC Councillors Code of Conduct  
MSC Fraud Prevention Plan  
MSC Counselling & Disciplinary Action Policy  
MSC Employee, Volunteer & Contractor Code of Conduct  
MSC Finance 1 Procedures  
MSC OH&S Policy  
Municipal Association of Victoria (MAV) Model Procurement Policy (August 2011)  
Trade Practices Act 1974

## 7. Council Plan Reference

Objectives: 1 Providing Good Governance and Leadership  
Context: 1C Our Business and Systems

## 8. Review

Council is committed to continuous improvement and will regularly review this Policy to ensure it continues to meet its objectives.



## PROCUREMENT DISCLOSURE OF CONFLICT OF INTEREST FORM

File Number: 02/01/008

I, \_\_\_\_\_ hereby disclose a conflict of interest in the following matter:

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The nature of the interest is  Direct Interest  Indirect Interest

The type of interest is: Tick relevant interest

- A close association as specified in Section 78
- An indirect financial interest as specified in Section 78A
- A conflicting duty as specified in Section 78B
- Received an applicable gift as specified in Section 78C
- Become an interested party as specified in Section 78D
- A residential amenity that may be altered as specified in Section 78E

*Note: All references to Sections are references to sections in the [Local Government Act 1989](#).*

The specific nature of the interest is as follows:

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Actions taken to address conflict were as follows:

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Printed Name \_\_\_\_\_

Signed \_\_\_\_\_

Date \_\_\_\_\_

*Note: Completed form to be submitted to the Governance Unit and a copy to the Procurement Unit.*

# Procurement Policy



## APPLICATION TO APPLY FOR QUOTE EXEMPTION

File Number:

Date

To General Manager

From Officer Name and Position

Subject Seeking approval for Quote Exemption

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In accordance with Council's adopted Procurement Policy, I am seeking approval for the exemption of the requirement to seek required quotes for the following matter:

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I am unable to seek required quotes due to the following reasons:

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I confirm that total cumulative spend over the next three years will not exceed the tender threshold documented with Council's adopted Procurement Policy.

**Officer Name and Title**

**Officer Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

Comments from General Manager

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Based on the above information, I approve the requesting officers application to not seek required quotes in accordance with Council's adopted Procurement Policy.

**GM Name and Title**

**General Manager Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## 11.4.5 Quarterly Financial Report December 2018

### Introduction

File No.: 07/01/004  
Author: Steve Ivelja  
General Manager: Phil Jeffrey

This Quarterly Report covers the period of 1 July 2018 to 31 December 2018. The report outlines the year to date financial position of Council and forecast projections for the full year results.

The forecast result at the end of the financial year is an increase in the surplus by \$2.828m. Please refer to the attached report for a detailed review of the financials.

### Background

Under section 138 – Quarterly Statements, of the Local Government Act (1989), Council is to receive a quarterly report on progress against the adopted budget.

### Proposal

That Council receives the Quarterly Report – December 2018.

### Policy Implications

The adoption of the Quarterly Report – December 2018 meets Council's statutory obligations under section 138 – Quarterly Statements of the Local Government Act (1989).

The 2017-2021 Council Plan provides as follows:

<b>Strategic Objective</b>	Providing Good Governance and Leadership
<b>Context</b>	Our Business and Systems
<b>Action</b>	Financial Sustainability

The proposal to adopt the Quarterly Report – December 2018 is consistent with the Council Plan 2017-2021.

### Amended Budget

Generally, at the end of the financial year it is not uncommon for projects (both Capital projects and Operating projects) to be incomplete. This can happen for a number of reasons, such as delays in construction due to weather or other events, deferral of projects due to operational matters, late receipt of government funding for one off projects, lack of internal resources to complete one off new initiatives due to staff turnover etc.

Throughout this report Council will be reporting on the Amended Budget rather than the Adopted Budget. The Amended Budget contains carry forwards from the 2017/18 financial year. These include grant funded one off projects, Council approved New Initiatives from prior years that are not yet complete, and incomplete/deferred capital projects. The following schedule provides an overview at a high level of the items that have been added to the Adopted Budget to arrive at the Amended Budget.

### **Impact on Cash on hand**

Based on the aggregate of both the Operating Budget and Capital Budget carry forward, plus other adjustments, a sum of \$3.147m in cash will be required to fully fund the requirements of the Amended Budget. These are made up of the following:

Net Operating Budget Carry Forwards	\$1.314m
Net Actual CIP Carry Forwards	\$4.365m
Less Net Estimated CIP Carry Forwards	<u>(\$2.532m)</u>
<b>Total cash required</b>	<b>\$3.147m</b>

As at the 30 June 2018, Council held \$16.578m in cash and cash equivalents. Cash holdings were high in part due to the impact of these uncompleted projects.

### **Operating Budget**

The net effect on the Operating Budget is an unfavourable variance of \$1.572m.

Net Operating Surplus in the Adopted 2018/19 Budget	\$11.902m
Net New Initiatives / Grant Funded Projects	(\$1.314m)
Less Estimated Capital Grants (Budget Doc)	(\$0.895m)
Add Actual Carry Forward Capital Grants	<u>\$0.637m</u>
<b>Amended Operating Budget Surplus</b>	<b>\$10.330m</b>

### **Capital Budget**

The effect on the capital budget is an increase in expenditure of \$1.575m.

2018/19 Adopted Budget for Capital Expenditure	\$19.051m
Less Estimated Carry Forward Capital Projects	(\$3.427m)
Add Actual Carry Forward Capital Projects	<u>\$5.002m</u>
<b>Amended Capital Budget</b>	<b>\$20.626m</b>

The attached Quarterly Financial Report, Attachment 1, provides an explanation of the Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement with the year-to-date actuals compared to the year-to-date amended budget, and the amended annual budgets compared to the annual forecasts.

## **Income Statement**

The main changes within the Income Statement are as follows:

- Increase in “Grants - Operating” (\$0.613m) which relates to new or additional funding received since the adoption of the budget. The largest being Parwan Precinct Structure Plan (\$0.233m).
- Favourable in “Grants – Capital” (\$2.824m) due to new funding received since the adoption of the budget. The more significant projects include; Woolpack Road, Maddingley (\$0.718m) and Bacchus Marsh - Balliang Road (\$0.630m).
- Favourable in “Other Income” (\$2.988m) primarily due to the Blackwood Localised Septic Program (\$1.100m) and reimbursements for Flood/Storm Events in September 2016 (\$0.800m) and December 2018 (\$1.000m – early estimate).
- Increase in “Materials and Services” (\$3.982m). The bulk of the expected overspend relates to costs associated with the Blackwood Localised Septic Program and restoration works for Flood/Storm Events.

The net effect of these changes and other minor variances causes the total surplus for the year to increase by \$2.828m to \$13.158m.

## **Cash**

The forecast cash balance at 30 June 2019 has decreased by \$0.025m to \$18.083m in comparison to the amended budget.

## **Capital Improvement Program (CIP)**

The total cash expenditure forecast for the CIP at this stage has increased by \$2.854m to \$23.480m. This is due to new funding received since the adoption of the budget.

## **Risk & Occupational Health & Safety Issues**

There are no identified risks associated with this process.

## **Communications Strategy**

This report will be presented to Council at the Ordinary Meeting of Council on 6 February 2019, and to the Audit and Risk Committee meeting on 13 February 2019.

## **Victorian Charter of Human Rights and Responsibilities Act 2006**

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

**Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the Manager, I have no interests to disclose in this report.

*Author – Steve Ivelja*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

**Conclusion**

The Quarterly Report – December 2018 has been prepared in accordance with Section 138 – Quarterly Statements of the Local Government Act (1989) for review and receiving by Council.

**Recommendation:**

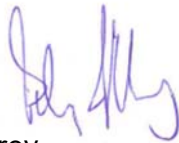
**That Council receives the Quarterly Report – December 2018.**

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**Report Authorisation**

**Authorised by:**

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Friday, 11 January 2019.



# Attachment - Item 11.4.5



**2018/19  
Quarterly Financial Report -  
December 2018**



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# 1 Amended Budget

Generally, at the end of the financial year it is not uncommon for projects (both Capital projects and Operating projects) to be incomplete. This can happen for a number of reasons, such as delays in construction due to weather or other events, deferral of projects due to operational matters, late receipt of government funding for one off projects, lack of internal resources to complete one off new initiatives due to staff turnover etc.

Throughout this report Council will be reporting on the Amended Budget rather than the Adopted Budget. The Amended Budget contains carry forwards from the 2017/18 financial year. These include grant funded one off projects, Council approved New Initiatives from prior years that are not yet complete, and incomplete/deferred capital projects. The following schedule provides an overview at a high level of the items that have been added to the Adopted Budget to arrive at the Amended Budget.

## 1.1 Impact on Cash on hand

Based on the aggregate of both the Operating Budget and Capital Budget carry forward, plus other adjustments, a sum of \$3.147m in cash will be required to fully fund the requirements of the Amended Budget. These are made up of the following:

Net Operating Budget Carry Forwards	\$1.314m
Net Actual CIP Carry Forwards	\$4.365m
Less Net Estimated CIP Carry Forwards in Budget	(\$2.532m)

**Total Cash Required to Complete Carry Forwards** **\$3.147m**

As at the 30 June 2018, Council held \$16.578m in cash and cash equivalents. Cash holdings were high in part due to the impact of these uncompleted projects.

## 1.2 Operating Budget

The net effect on the Operating Budget is an unfavourable variance of \$1.572m.

Net Operating Surplus in the Adopted 2018/19 Budget	\$11.902m
Net New Initiatives / Grant Funded Projects	(\$1.314m)
Less Estimated Capital Grants in 2018/19 Budget	(\$0.895m)
Add Actual Carry Forward Capital Grants	\$0.637m

**Amended Operating Budget Surplus** **\$10.330m**

## 1.3 Capital Budget

The effect on the capital budget is an increase in expenditure of \$1.575m.

2018/19 Adopted Budget for Capital Expenditure	\$19.051m
Less Estimated Carry Forwards in 2018/19 Budget	(\$3.427m)
Add Actual Carry Forward Capital Projects	\$5.002m

**Amended Capital Budget** **\$20.626m**

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## 2 Operating Performance

### Year to Date Operating Performance 31 December 2018

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#### 2.1 Overall:

For the six months to 31<sup>st</sup> December, the Net Result is a Surplus of \$22.481m with a favourable variance of \$1.801m compared to the year to date amended budget.

#### 2.2 Operating Income [\$1.495m favourable]:

Statutory fees and fines – Favourable variance of \$88,000 compared to the Amended Budget. This is mainly due to increases in Statutory Planning (\$29,162), Parking (\$23,219), Asset Management (\$13,151) and Local Laws (\$7,400). Some of these variances are only timing issues at this stage. However, forecast adjustments have been made where appropriate.

User fees – Favourable variance of \$171,000 overall mainly due to increases in Subdivision Supervision/Checking fees (\$95,295), and Active Ageing and Community Access Brokerage Services (\$58,373). Other increases are; Septic Tanks (\$8,535), Ballan Transfer Station (\$13,269), and Animal Registrations (\$8,098).

Grants – operating – Favourable by \$110,000 primarily due to new funding received for Parwan Precinct Structure Plan.

Grants – capital – Year to date variance is favourable by \$498,000 due to new grants received for Gordon Netball Facilities (received \$225,000 out of the total of \$250,000) and Bacchus Marsh Racecourse Reserve (received \$225,000 out of the total of \$250,000). There are other minor variances due to timing of the cashflows.

Other income – Favourable variance of \$541,000 mainly due to the continuation of the Blackwood Localised Septic Program. This project will continue for the remainder of the 2018/19 financial year. This income relates to reimbursements for costs incurred by Moorabool Shire. Reimbursements received till the end of December total \$500,000.

Other favourable variances relate to timing issues with Lease Income on Communication Towers (\$11,806) and Workcover Reimbursements (\$31,813).

#### 2.3 Operating Expenses [\$0.306m favourable]:

Employee costs – Favourable variance of \$173,000 which mainly relates to vacancies in various departments across Council (including; Works, Strategic Planning, Statutory Planning, Maternal and Child Health, Building Maintenance, Human Resources, Building, and Parks and Gardens). Some of these savings have been used to fund the use of contractors engaged to cover the various vacant positions. This will result in an increase to 'Materials and services' and is included in the current forecast and discussed further in section 2.5.

Net gain on disposal of property, plant and equipment – Favourable variance of \$106,000 which relates to the timing of the sale of Council owned vehicles (\$90,685) and plant (\$14,545).

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## Forecast Results for Year Ending 30 June 2019

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As at 31 December, the Forecast Surplus for the year has increased to \$2.828m. The Forecast is now expected to be a surplus of \$13.158m. Major variances include the following:

### 2.4 Operating Revenues [\$6.687m favourable]:

User fees – Favourable variance of \$130,000 overall mainly due to increases in Active Ageing and Community Access Brokerage Services (\$99,075) and Ballan Transfer Station (\$22,775).

Grants – operating – Favourable by \$613,000 due to new or increased funding received since the adoption of the budget. This includes;

- Parwan Precinct Structure Plan - \$233,000
- Youth Engagement Support Project - \$117,742
- Maternal & Child Health - \$67,000
- Free from Violence Project - \$57,930
- Active Ageing and Community Access - \$49,000
- Roadside Weeds and Pest Management - \$35,710
- Victorian Recycling Temporary Relief Funding - \$31,616
- Kindergarten Central Enrolments - \$25,000

Grants – capital – Forecast to be favourable by \$2.824m due to new funding received since the adoption of the budget. These projects include;

- Woolpack Road, Maddingley - Stage 2 - \$717,500
- Bacchus Marsh – Balliang Rd (Re-Surfacing) - \$630,000
- Maddingley Park Tennis Club (Court Surfacing & Lighting) - \$255,000
- Clarkes Road, Glen Park - Reconstruction - \$250,000
- Gordon Netball facilities upgrade - \$250,000
- Bacchus Marsh Racecourse Reserve – \$250,000
- SES Storage & Training Facility - \$190,000
- E-Waste Sheds (Ballan & Bacchus Marsh Transfer Stations) - \$161,277
- Masons Lane Playground and Seating - \$120,000

Other income – Expected to be favourable by \$2.988m at year end primarily due to following variances:

- Reimbursements for Blackwood Localised Septic Program - Council is expected to receive a further \$1.100m in 2018/19, of which \$0.500m has already been received. This project is fully funded externally and is expected to be completed by the end of the financial year.
- Flood/Storm Event December 2018 - An initial assessment of the cost of damage due to the December 2018 floods is estimated at \$1.00m. Consequently, forecast income and expenditure has been increased by \$1.00m to properly reflect Council's current estimate. In January, further inspections will take place and officers will have a better understanding of the overall restoration costs. At this time, it is expected that the net cost to Council due to this event would be minimal.
- Flood/Storm Event September 2016 - Restoration works for the Flood/Storm event in 2016 will continue into the 2018/19 financial year. So far Council has put in various separate claims for a total of \$2,227,591 (all of this has been received). An estimated \$101,830 is deemed to be not claimable. It is forecast that there will be approximately \$800,000 in costs that will be reimbursed to Council in the current financial year.
- There are also unbudgeted rebates received under Councils Recycling contract (\$47,000 – there will no more income received from Visy in 2018/19).

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## 2.5 Operating Expenses [\$3.858m unfavourable]:

Materials and services – Materials and services are forecast to be \$3.982m over budget at year end mainly due to costs associated with the Flood/Storm Event in December 2018 (\$1.0m – see section 2.4 above), Blackwood Localised Septic Program (\$1.10m), and Flood/Storm Event from September 2016 (\$0.800m).

Other significant increases relate to new funding received since the adoption of the budget. These include;

- Parwan Precinct Structure Plan - \$233,000
- Youth Engagement Support Project - \$62,742 (\$117,742 in total, \$55,000 included in “Employee Costs”)
- Maternal and Child Health - \$59,600
- Free from Violence Project - \$57,930
- Roadside Weeds and Pest Management - \$35,710

There are numerous other small variances relating to the use of agency staff and contractors funded from vacancies across several Council departments including Strategic Planning, Building/Asset Management, and Statutory Planning.

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## 3 Balance Sheet

### Forecast as at 30 June 2019

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The Balance Sheet shows the movements from the Budget to the Forecast, as well as the current year to date balance (31 December 2018) compared to the same time last year (31 December 2017).

#### 3.1 Assets

Cash assets – The year to date cash balance is \$7.847m greater than the same time last year. This is mainly as a result of Council receiving significant reimbursements for Flood Recovery costs and the Blackwood Localised Septic Program since December last year. There is also an increase in cash reserves relating to the future repayment of borrowings for interest only loans (Local Government Funding Vehicle issuance of 2014/15 and 2015/16).

Other assets – The actual is \$1.678m less than December last year mainly due to the accrual of a large reimbursement for costs incurred by Council for the Flood/Storm events in the previous financial year.

Property, infrastructure, plant and equipment – The balance is \$10.428m more than last year primarily due to the completion of the Capital Improvement Program in the 2017/18 financial year. It is also the net result of assets disposed, revaluations and depreciation.

#### 3.2 Liabilities

Payables – The balance as at December is \$1.146m less than the same time last year. This is mainly due to the timing of the final creditor payment run in December.

Trust funds – The actual is \$0.272m more than December last year due to an increase in Refundable Building Deposits.

Interest-bearing liabilities – The net balance is less by \$0.695m overall (current and non-current) compared to the same time last year. This relates to the net impact of debt redemption in 2017/18, and the first quarter of 2018/19. The deferral of new borrowings in 2016/17 and 2017/18 has also reduced the current level of debt.

#### 3.3 Equity

Accumulated surplus – The increase of \$13.703m since December last year reflects Council's operating result during the 2017/18 financial year and the first half year of 2018/19.

Asset revaluation reserve – Overall increase of \$3.479m relates to the net revaluation increment in the 2017/18 financial year. Assets revalued included Land and Buildings, and Recreation, Leisure and Community Facilities.

Statutory and other reserves – The increase of \$1.022m relates to the net movement of transfers to and from Reserves at the end of the 2017/18 financial year.

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## 4 Forecast Cash Flows

### 4.1 Overall

The overall cash forecast for 30 June 2019 is \$18.083m and \$0.025m less than the amended budget.

This forecast is a result of movements in each of the three types of cash flows as follows:

### 4.2 Operating Cash Flows [\$2.757m favourable]:

Operating grants – Favourable by \$613,000 which relates to new funding received since the adoption of the budget. These items are detailed in section 2.4.

Capital grants and contributions – Favourable by \$2.824m which relates to new funding received since the adoption of the budget. These projects are detailed in section 2.4.

Other revenue – Forecast to be favourable by \$3.008m at year end primarily due to reimbursements for Flood/Storm Event December 2018 (\$1.00m), Flood/Storm Event September 2016 (\$0.800m) and Blackwood Localised Septic Program (\$1.10m).

Materials and services – Unfavourable by \$3.912m mainly due to costs associated with the two Flood/Storm Events (\$1.80m combined) and Blackwood Localised Septic Program (\$1.10m). There has also been new/additional funding received since the adoption of the budget. This totals \$0.495m and the more significant increases are detailed earlier in section 2.5. There are also a number of savings identified in “Employee costs” due to vacancies that will be used to fund contractors/agency staff.

### 4.3 Investing Cash Flows [\$2.781m unfavourable]:

Payments for property, plant and equipment, infrastructure – Increased by \$2.854m overall due to new funding received/new projects approved since the adoption of the budget. These include;

- Woolpack Road, Maddingley - Stage 2 - \$717,500
- Bacchus Marsh – Balliang Rd (Re-Surfacing) - \$630,000
- Maddingley Park Tennis Club (Court Surfacing & Lighting) - \$255,000
- Gordon Netball facilities upgrade - \$250,000
- Bacchus Marsh Racecourse Reserve – \$250,000
- Clarkes Road, Glen Park - Reconstruction - \$250,000
- SES Storage & Training Facility - \$190,000
- E-Waste Sheds (Ballan & Bacchus Marsh Transfer Stations) - \$161,277
- Masons Lane Playground and Seating - \$120,000

The current forecast assumes that all of the Capital Improvement Program will be completed by the end of the financial year.

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#### **4.4 Financing Cash Flows [no variance]:**

Although there have been no adjustments made to the Forecast, there is expected to be minor variances recorded later in the year when Council knows the details and timing of the new borrowings being taken up.



## 5 Council Funded New Initiatives

In the 2018/19 Budget there were a total of 37 New Initiatives approved totalling \$888,000. These projects contained new staff, recurrent expenditure, and one-off project based initiatives. The table below summarises the one-off projects that were approved. It shows that \$42,848 has been spent as at December out of \$531,020 that was approved.

PROJECTS APPROVED IN THE 2018/19 BUDGET - COUNCIL FUNDED								
<b>Infrastructure</b>								
<b>Assets</b>								
10008	LATM Study, Bacchus Marsh; Stage 2	20,000	20,430	20,000	20,000	102.2%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>20,000</b>	<b>20,430</b>	<b>20,000</b>	<b>20,000</b>	<b>102.2%</b>		
<b>Total Infrastructure</b>		<b>20,000</b>	<b>20,430</b>	<b>20,000</b>	<b>20,000</b>	<b>102.2%</b>		
<b>Growth and Development</b>								
<b>Information Services</b>								
19805	Property, Rating etc System Replacement	0	0	90,000	90,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>0</b>	<b>0</b>	<b>90,000</b>	<b>90,000</b>	<b>0.0%</b>		
<b>Strategic &amp; Sustainable Development</b>								
14522	Bacchus Marsh Aerodrome - Updated Masterplan	0	0	20,000	20,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
15083	Maddingley Waste Hub	0	0	60,000	70,000	0.0%	\$30k Council Funded and \$40k Grant Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
15084	Victorian Motor Sports Hub at Fiskville	0	0	100,000	100,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
15086	Open Space Framework	0	0	15,000	15,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
15088	Community Infrastructure Funding - Scoping Study	0	0	10,000	10,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
17509	Bald Hill Feasibility Study	0	0	60,000	60,000	0.0%	\$30k Council Funded and \$30k Grant Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>0</b>	<b>0</b>	<b>265,000</b>	<b>275,000</b>	<b>0.0%</b>		
<b>Community Safety</b>								
18944	Domestic Waste Water Management Plan Review	0	0	10,000	10,000	0.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
18946	Sewer Upgrade Gordon Recreation Reserve	0	0	100,000	100,000	0.0%	\$50k Council Funded and \$50k Grant Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>0</b>	<b>0</b>	<b>110,000</b>	<b>110,000</b>	<b>0.0%</b>		
<b>Total Growth and Development</b>		<b>0</b>	<b>0</b>	<b>465,000</b>	<b>475,000</b>	<b>0.0%</b>		
<b>Social and Organisational Development</b>								
<b>Child, Youth and Family Services</b>								
18924	ICT For Studio 22 (Youth Space)	0	8,593	22,195	22,195	38.7%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>0</b>	<b>8,593</b>	<b>22,195</b>	<b>22,195</b>	<b>38.7%</b>		
<b>Governance &amp; Organisational Development</b>								
19751	Statutory Disclosure and Compliance Software	0	13,825	13,825	13,825	100.0%	100% Council Funded. 2018/19 Budget	New Initiative in 2018/19 Budget.
		<b>0</b>	<b>13,825</b>	<b>13,825</b>	<b>13,825</b>	<b>100.0%</b>		
<b>Total Social and Organisational Development</b>		<b>0</b>	<b>22,418</b>	<b>36,020</b>	<b>36,020</b>	<b>62.2%</b>		
<b>Total New One Off Projects</b>		<b>20,000</b>	<b>42,848</b>	<b>521,020</b>	<b>531,020</b>	<b>8.1%</b>		

## 6 Investment Activity Report

In line with Council's Investment Policy (adopted November 2017), a quarterly report on investment activity will be presented to Council as part of the quarterly financial report.

### Reconciliation of Cash Assets as at 31 December

Cash at Bank	\$1,072,853
Cash on Call	\$3,009,987
Term Deposits	\$12,000,000
	<b>\$16,082,840</b>

### Term Deposits and Investments as at 31 December 2018:

Institution	Amount	Rate	Days	Maturity Date
CBA - At Call	\$3,009,987	1.40%	1	n/a
IMB	\$1,000,000	2.55%	92	2/01/2019
Suncorp	\$1,000,000	2.55%	91	21/01/2019
IMB	\$1,000,000	2.55%	92	31/01/2019
BOQ	\$1,000,000	2.50%	91	18/02/2019
NAB	\$2,000,000	2.71%	90	12/03/2019
Bank of US (B & E Ltd)	\$1,000,000	2.75%	90	12/03/2019
Gateway Bank	\$1,000,000	2.73%	90	12/03/2019
AMP Bank	\$1,000,000	2.70%	180	27/05/2019
Auswide Bank	\$1,000,000	2.73%	180	27/05/2019
NAB	\$1,000,000	2.75%	365	28/11/2019
Bank of China	\$1,000,000	2.86%	365	29/11/2019
	<b>\$15,009,987</b>			

### Total Deposits held with each ADI

Institution	Amount	% of Portfolio
CBA - At Call	\$3,009,987	20.1%
NAB	\$3,000,000	20.0%
IMB	\$2,000,000	13.3%
Suncorp	\$1,000,000	6.7%
BOQ	\$1,000,000	6.7%
Bank of US (B & E Ltd)	\$1,000,000	6.7%
Gateway Bank	\$1,000,000	6.7%
AMP Bank	\$1,000,000	6.7%
Auswide Bank	\$1,000,000	6.7%
Bank of China	\$1,000,000	6.7%
	<b>\$15,009,987</b>	<b>100.0%</b>

The Investment Policy states that Term Deposits should not exceed \$1 million with any one Authorised Deposit Taking Institution (ADI), unless it is with CBA, NAB, ANZ or Westpac. The Investment Policy also states that there should be proper diversification in allowing (where possible) no more than 25% of the total investment portfolio to be invested with the one financial institution.

The above table shows that Council has complied with the policy except for a small timing issue with Term Deposits held with IMB (\$2 million in total). One of the IMB Term Deposits matures on 2 January 2019 making all of the investments compliant with the adopted policy.

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## 7 Rating & Debtors Information

### 7.1 General Rating Information

The Total Rates and Charges raised for the 2018/19 year, as at 31 December, is \$33.826m, compared to the year to date Amended Budget of \$33.795m.

### 7.2 Rates & Sundry Debtors Outstanding

For the year to date, 38.1% of the 2018/19 Rates & Charges raised have been collected. In addition, the level of Sundry and Other Debtors has decreased from \$1.735m (1 July 2018) to \$0.896m (31 December 2018).

Current Receivables as at 31 December 2018, as shown in the Balance Sheet, consist of:

• Rates & Charges*	\$	23.572m
• Sundry Debtors	\$	0.668m
• GST Receivable	\$	0.228m
	\$	<b>24.468m</b>

The outstanding Rates & Charges\* consist of:

• Current Year Rates and Charges	\$	20.558m
• Arrears (prior to 2018/19)	\$	2.424m
• Pensioner Rebate Claim (DHS)	\$	0.590m
	\$	<b>23.572m</b>

\* Does not include Fire Services Levy

### 7.3 Property Rate Debt Management Policy

Council first adopted this policy on 5 December 2007, with the requirement for Quarterly reporting on all applications made under this policy. The policy has since been updated and adopted on 1 July 2015. For the quarter to 31 December 2018, the table on the following page displays the applications that have been received.

Please note that this table also includes the following information:

- Rates outstanding by differential rate category
- Sundry debtors outstanding
- Infringement status

# Property Rate Debt Management as at 31 December 2018

Revenue Services Quarterly Financial Report as at 31 December 2018									
Property Rate Debt Management Reporting									
Type/Function	Authority Limit	Delegation	at 31st December Number	Year to Date Number Applications	Application Value	Approved Value	Denied Value	Comments	
Special Payment Arrangements	All Arrangements	Revenue Service Unit	732	708					
Escalation of Accounts to Debt Collection	All outstanding accounts	Revenue Services Co-ordinator	210	147					
Value of Penalty Interest Calculated Year to Date	All calculations	Revenue Services Co-ordinator	1,436						
Waiver of Interest and Costs	Up to \$500	Revenue Services Co-ordinator		2	\$396.30	\$396.30	\$0.00		
Waiver of Interest and Costs	>\$500 and <\$1,000	Finance Manager		1	\$850.15	\$850.15	\$0.00		
Waiver of Interest and Costs	>\$1,000	General Manager - Infrastructure Services		3	\$2,640.19	\$1,417.40	\$1,222.79		
Waiver of Rates and Charges	All applications	Council via resolution (Closed Session)		0	\$0.00	\$0.00			
Application for Financial Hardship	Reviewed	Council via resolution (Closed Session)		0	\$0.00	\$0.00			
Appeal of Decision	All appeals	Council via resolution (Closed Session)		NIL					
Sale of Property for Unpaid Rates	All sales	Council via resolution (Closed Session)		4		\$82,408.66			Progressing
Sale of Property for Unpaid Rates	All sales	Council via resolution (Closed Session)		12		\$94,435.79			Sold and settled
Applications for partial Waiver - Cultural and Recreational Land	50% General Rate	Revenue Service Co-ordinator/Finance Manager		0		\$0.00			
Other General Revenue Statistics			Summary of Outstanding Rates						
Function	Year To Date	Rate Category	Current	1 Year	2 Years	3 Years	Over 3 Years	Total	
Percentage of Rates Collected	38.10%	General	15,132,555.52	877,701.69	426,544.39	279,066.13	466,387.68	17,182,255.41	
Land Information Certificates	670	Residential Retirement	104,173.32	15,706.10	10,754.45	660.75	0.00	131,294.62	
Value of Supplementary Rates Levied	\$284,722	Commercial/Industrial	1,441,083.33	50,353.77	59,721.80	19,967.08	23,067.94	1,594,193.92	
		Vacant Land Commercial/Industrial	131,704.05	861.15	0.00	0.00	0.00	132,565.20	
		Extractive Industry	177,291.00	0.00	0.00	0.00	0.00	177,291.00	
Objections Lodged (Closing Date 12 November 2018)		Farm	2,548,221.01	40,664.38	26,949.51	20,535.41	39,764.26	2,676,134.57	
Under Review	13	Vacant Land General	590,720.13	57,928.13	21,262.81	12,751.68	60,872.25	743,535.00	
Recommendation Notices		Vacant Land FZ or RCZ	699,445.37	28,267.44	12,713.94	8,588.09	61,007.98	810,022.82	
Disallowance Notices		Vacant Land GRZ	968,128.55	33,888.22	1,723.51	291.60	2,381.38	1,006,413.26	
<b>Total Objections</b>	<b>13</b>	Non Rateable FSPL Leviable and Garbage Only	106,815.08	1,354.45	725.00	82.75	364.90	109,342.18	
<b>Pension Rebates</b>		<b>Grand Total Rates Outstanding</b>	<b>21,900,137.36</b>	<b>1,106,725.33</b>	<b>560,395.41</b>	<b>341,943.49</b>	<b>653,846.39</b>	<b>24,563,047.98</b>	
Total Pensioners as at end of last quarter	2,396								
Changes	129								
Closing Balance	2,525								
Sundry Debtor Overview			Penalty Infringement Overview						
Sundry Debtors	Balance	% Outstanding	Infringement Status @ December Audit	# Infringements	\$ Infringements				
Current	-157,648.65	-38.9%	Too old to escalate						
30 Days	272,876.54	67.4%	Infringement Court	694	177,280.68				
60 Days	58,866.50	14.5%	Infringement Court - Expired - Write Off						
90 Days	34,858.13	8.6%	MSC Hold	17	7,398.60				
120+ Days	195,913.79	48.4%	Infringements Requiring Write Off						
			MSC Arrangements	15	2,872.86				
<b>Total Outstanding</b>	<b>404,866.31</b>	<b>100.0%</b>	MSC Arrangement Not Maintained - To escalate	7	1,937.20				
			MSC Objection	5	927.10				
			Within payment timeframes	114	57,722				
			Referred to Magistrates Court	84	64,480				
			<b>Grand Total of Infringement Trial Balance</b>	<b>936</b>	<b>312,618.54</b>				

## 8 Financial Statements as at 31 December 2018

### Income Statement

	Last Year \$'000	Amended \$'000	Year to Date			Annual			
			Actual \$'000	Variance \$'000	%	Amended \$'000	Forecast \$'000	Variance \$'000	%
<b>Income</b>									
Rates and charges	32,359	33,795	33,826	31	0%	33,889	33,943	54	0%
Statutory fees and fines	898	535	623	88	16%	925	983	58	6%
User fees	2,401	1,099	1,270	171	16%	2,715	2,845	130	5%
Grants - operating	9,650	3,798	3,908	110	3%	9,931	10,544	613	6%
Grants - capital	3,983	803	1,301	498	62%	2,052	4,876	2,824	138%
Contributions - monetary	168	2,940	3,004	64	2%	3,990	4,010	20	1%
Contributions - non-monetary assets	5,500	0	0	0	0%	4,739	4,739	0	0%
Other income	3,252	548	1,089	541	99%	1,010	3,998	2,988	296%
Interest received	479	101	93	(8)	-8%	565	565	0	0%
<b>Total Income</b>	<b>58,689</b>	<b>43,619</b>	<b>45,114</b>	<b>1,495</b>	<b>3%</b>	<b>59,815</b>	<b>66,502</b>	<b>6,687</b>	<b>11%</b>
<b>Expenses</b>									
Employee costs	18,463	9,995	9,822	173	2%	20,162	20,105	57	0%
Materials and services	17,541	7,623	7,593	30	0%	16,582	20,564	(3,982)	-24%
Depreciation	8,625	4,921	4,921	0	0%	9,842	9,842	0	0%
Finance costs	683	306	303	3	1%	785	785	0	0%
Other expenses	853	245	249	(4)	-2%	541	546	(5)	-1%
Net gain (loss) on disposal of property, infrastructure, plant and equipment	1,396	(150)	(256)	106	-71%	1,573	1,501	72	5%
<b>Total Expenses</b>	<b>47,562</b>	<b>22,939</b>	<b>22,633</b>	<b>306</b>	<b>1%</b>	<b>49,485</b>	<b>53,343</b>	<b>(3,858)</b>	<b>-8%</b>
<b>Surplus (deficit) for the year</b>	<b>11,127</b>	<b>20,680</b>	<b>22,481</b>	<b>1,801</b>	<b>9%</b>	<b>10,330</b>	<b>13,158</b>	<b>2,828</b>	<b>27%</b>

## Balance Sheet

	Last Year \$'000	Year to Date				Annual			
		Last Year \$'000	Current \$'000	Change \$'000	%	Amended \$'000	Forecast \$'000	Variance \$'000	%
<b>Assets</b>									
<b>Current Assets</b>									
Cash assets	16,578	8,236	16,083	7,847	95%	18,108	18,083	(25)	0%
Receivables	4,864	24,257	24,468	211	1%	4,903	4,981	78	2%
Other assets	1,026	1,674	(4)	(1,678)	-100%	1,026	1,026	0	0%
<b>Total current assets</b>	<b>22,468</b>	<b>34,166</b>	<b>40,547</b>	<b>6,381</b>	<b>19%</b>	<b>24,037</b>	<b>24,090</b>	<b>53</b>	<b>0%</b>
<b>Non-current assets</b>									
Receivables	145	131	78	(53)	-40%	145	138	(7)	-5%
Property, infrastructure, plant and equipment	488,516	477,566	487,994	10,428	2%	502,161	505,015	2,854	1%
<b>Total non-current assets</b>	<b>488,661</b>	<b>477,697</b>	<b>488,072</b>	<b>10,375</b>	<b>2%</b>	<b>502,306</b>	<b>505,153</b>	<b>2,847</b>	<b>1%</b>
<b>Total Assets</b>	<b>511,129</b>	<b>511,863</b>	<b>528,619</b>	<b>16,756</b>	<b>3%</b>	<b>526,343</b>	<b>529,243</b>	<b>2,900</b>	<b>1%</b>
<b>Liabilities</b>									
<b>Current liabilities</b>									
Payables	4,975	1,713	567	(1,146)	-67%	5,035	5,053	18	0%
Trust funds	1,197	1,105	1,377	272	25%	1,176	1,157	(19)	-2%
Provisions	4,370	4,143	4,272	129	3%	4,370	4,385	15	0%
Interest-bearing liabilities	1,121	696	1,121	425	61%	1,120	1,120	0	0%
<b>Total current liabilities</b>	<b>11,663</b>	<b>7,657</b>	<b>7,337</b>	<b>(320)</b>	<b>-4%</b>	<b>11,702</b>	<b>11,716</b>	<b>14</b>	<b>0%</b>
<b>Non-current liabilities</b>									
Provisions	488	420	414	(6)	-1%	488	545	57	12%
Interest-bearing liabilities	11,127	12,247	11,127	(1,120)	-9%	15,973	15,973	0	0%
<b>Total non-current liabilities</b>	<b>11,615</b>	<b>12,668</b>	<b>11,540</b>	<b>(1,128)</b>	<b>-9%</b>	<b>16,461</b>	<b>16,518</b>	<b>57</b>	<b>0%</b>
<b>Total Liabilities</b>	<b>23,278</b>	<b>20,325</b>	<b>18,878</b>	<b>(1,447)</b>	<b>-7%</b>	<b>28,162</b>	<b>28,233</b>	<b>71</b>	<b>0%</b>
<b>Net Assets</b>	<b>487,851</b>	<b>491,539</b>	<b>509,741</b>	<b>18,202</b>	<b>4%</b>	<b>498,181</b>	<b>501,009</b>	<b>2,828</b>	<b>1%</b>
<b>Represented by:</b>									
Accumulated surplus	161,446	169,634	183,337	13,703	8%	170,653	173,482	2,828	2%
Asset revaluation reserve	318,159	314,680	318,159	3,479	1%	318,159	318,159	0	0%
Statutory and other reserves	8,246	7,224	8,246	1,022	14%	9,369	9,369	0	0%
<b>Total Equity</b>	<b>487,851</b>	<b>491,539</b>	<b>509,741</b>	<b>18,202</b>	<b>4%</b>	<b>498,181</b>	<b>501,009</b>	<b>2,828</b>	<b>1%</b>

## Cash Flow Statement

	Last Year \$'000	Year to Date				Annual			
		Amended \$'000	Actual \$'000	Variance \$'000	%	Amended \$'000	Forecast \$'000	Variance \$'000	%
<b>Cash flows from operating activities</b>									
<b>Receipts</b>									
Rates and charges	32,354	13,450	13,489	39	0%	33,889	33,943	54	0%
Operating grants	9,650	3,798	4,747	949	25%	9,931	10,544	613	6%
Capital grants and contributions	3,983	803	1,301	498	62%	2,052	4,876	2,824	138%
User fees and charges	3,072	1,099	1,270	171	16%	2,715	2,845	130	5%
Statutory fees and charges	763	535	623	88	16%	925	983	58	6%
Other revenue	4,420	3,488	4,915	1,427	41%	5,000	8,008	3,008	60%
Interest received	479	101	93	(8)	-8%	565	565	0	0%
Net GST refund/payment	2,727	0	0	0	0%	0	0	0	0%
	<b>57,447</b>	<b>23,274</b>	<b>26,438</b>	<b>3,164</b>	<b>14%</b>	<b>55,076</b>	<b>61,762</b>	<b>6,686</b>	<b>12%</b>
<b>Payments</b>									
Employee costs	(18,227)	(9,995)	(9,996)	(1)	0%	(20,092)	(20,105)	(13)	0%
Materials and services	(19,212)	(8,792)	(10,805)	(2,013)	23%	(16,652)	(20,564)	(3,912)	23%
Other expenses	(1,129)	(245)	(249)	(4)	2%	(541)	(546)	(5)	1%
	<b>(38,568)</b>	<b>(19,032)</b>	<b>(21,050)</b>	<b>(2,018)</b>	<b>11%</b>	<b>(37,285)</b>	<b>(41,216)</b>	<b>(3,931)</b>	<b>11%</b>
<b>Net cash provided by (used in) operating activities</b>	<b>18,880</b>	<b>4,242</b>	<b>5,389</b>	<b>1,147</b>	<b>27%</b>	<b>17,790</b>	<b>20,547</b>	<b>2,757</b>	<b>15%</b>
<b>Cash flows from investing activities</b>									
Proceeds from sale of property, plant and equipment, infrastructure	334	150	256	106	71%	305	377	72	24%
Payments for property, plant and equipment, infrastructure	(11,664)	(9,436)	(5,247)	4,189	-44%	(20,626)	(23,480)	(2,854)	14%
<b>Net cash provided by (used in) investing activities</b>	<b>(11,330)</b>	<b>(9,286)</b>	<b>(4,991)</b>	<b>4,295</b>	<b>-46%</b>	<b>(20,321)</b>	<b>(23,102)</b>	<b>(2,781)</b>	<b>14%</b>
<b>Cash flows from financing activities</b>									
Borrowing costs	(683)	(306)	(303)	3	-1%	(785)	(785)	0	0%
Proceeds from interest bearing liabilities	0	0	0	0	0%	5,966	5,966	0	0%
Repayment of interest bearing liabilities	(1,364)	(591)	(591)	0	0%	(1,121)	(1,121)	0	0%
<b>Net cash provided by (used in) financing activities</b>	<b>(2,047)</b>	<b>(896)</b>	<b>(893)</b>	<b>3</b>	<b>0%</b>	<b>4,060</b>	<b>4,060</b>	<b>0</b>	<b>0%</b>
Net increase (decrease) in cash and cash equivalents	5,503	(5,940)	(496)	5,444	-92%	1,530	1,505	(25)	-2%
Cash and cash equivalents at the beginning of the financial year	11,075	16,578	16,578	0	0%	16,578	16,578	0	0%
<b>Cash and cash equivalents at the end of the financial year</b>	<b>16,578</b>	<b>10,638</b>	<b>16,083</b>	<b>5,445</b>	<b>51%</b>	<b>18,108</b>	<b>18,083</b>	<b>(25)</b>	<b>0%</b>

## Capital Works Statement

	Last Year \$'000	Amended \$'000	Year to Date			Annual			
			Actual \$'000	Variance \$'000	%	Amended \$'000	Forecast \$'000	Variance \$'000	%
<b>Property</b>									
Land	50	0	0	0	0%	0	0	0	0%
Buildings	431	360	172	188	52%	610	962	(352)	-58%
<b>Total Property</b>	<b>481</b>	<b>360</b>	<b>172</b>	<b>188</b>	<b>52%</b>	<b>610</b>	<b>962</b>	<b>(352)</b>	<b>-58%</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	1,096	263	783	(520)	-198%	2,383	2,383	0	0%
Computers and telecommunications	24	529	484	45	9%	529	529	0	0%
Library books	89	0	0	0	0%	105	105	0	0%
<b>Total plant and equipment</b>	<b>1,210</b>	<b>792</b>	<b>1,267</b>	<b>(475)</b>	<b>-60%</b>	<b>3,017</b>	<b>3,017</b>	<b>0</b>	<b>0%</b>
<b>Infrastructure</b>									
Roads	6,545	4,260	1,435	2,825	66%	9,232	10,829	(1,597)	-17%
Bridges	1,093	298	170	128	43%	326	326	0	0%
Footpaths and cycleways	723	772	616	156	20%	1,410	1,410	0	0%
Drainage	0	0	0	0	0%	0	0	0	0%
Recreational, leisure and community facilities	1,371	1,980	594	1,386	70%	5,879	6,754	(875)	-15%
Parks, open space and streetscapes	0	0	0	0	0%	0	0	0	0%
Other infrastructure	242	126	145	(19)	-15%	152	182	(30)	-20%
<b>Total infrastructure</b>	<b>9,974</b>	<b>7,436</b>	<b>2,960</b>	<b>4,476</b>	<b>60%</b>	<b>16,999</b>	<b>19,502</b>	<b>(2,503)</b>	<b>-15%</b>
<b>Total capital works expenditure</b>	<b>11,664</b>	<b>8,589</b>	<b>4,399</b>	<b>4,190</b>	<b>49%</b>	<b>20,626</b>	<b>23,480</b>	<b>(2,854)</b>	<b>-14%</b>
<b>Represented by:</b>									
New	2,695	1,978	782	1,196	60%	6,159	6,910	(751)	-12%
Renewal	7,784	6,088	3,350	2,738	45%	11,815	13,413	(1,598)	-14%
Expansion	0	0	0	0	0%	0	0	0	0%
Upgrade	1,185	523	266	257	49%	2,652	3,157	(505)	-19%
<b>Total Capital Works</b>	<b>11,664</b>	<b>8,589</b>	<b>4,399</b>	<b>4,190</b>	<b>49%</b>	<b>20,626</b>	<b>23,480</b>	<b>(2,854)</b>	<b>-14%</b>



## 12. OTHER REPORTS

### 12.1 Assembly of Councillors

File No.: 02/01/002

Section 76(AA) of the Local Government Act 1989 defines the following to be Assemblies of Councillors; an advisory committee of the Council that includes at least one Councillor; a planned or scheduled meeting of at least half the Councillors and one member of council staff which considers matters that are intended or likely to be:

- the subject of a decision of the Council; or
- subject to the exercise of a Council function, power or duty by a person or committee acting under Council delegation.

It should be noted, an assembly of Councillors does not include an Ordinary Council meeting, a special committee of the Council, meetings of the Council's audit committee, a club, association, peak body or political party.

Council must ensure that the written record of an assembly of Councillors is, as soon as practicable –

- a) reported to the next ordinary meeting of the Council; and
- b) incorporated in the minutes of that council meeting. (s. 80A(2))

Council also records each Assembly of Councillors on its website at [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

A record of Assemblies of Councillors since the last Ordinary Meeting of Council is provided below for consideration:

- Assembly of Councillors – Wednesday 05 December 2018 – Integrated Water Forum Presentation
- Assembly of Councillors – Wednesday 05 December 2018 – Local Area Traffic Management Study Stage 2

#### **Recommendation:**

**That Council receives the record of Assemblies of Councillors as follows:**

- **Assembly of Councillors – Wednesday 05 December 2018 – Integrated Water Forum Presentation**
- **Assembly of Councillors – Wednesday 05 December 2018 – Local Area Traffic Management Study Stage 2**

# Attachment - Item 12.1a

# Assembly of Councillors

Date:	Wednesday 5 December, 2018
Venue:	Council Chambers, Ballan
Councillors:	Cr. Tatchell (Mayor) ✓ Cr. Bingham ✓ Cr. Dudzik ✓ Cr. Edwards ✓ Cr. Keogh ✓ Cr. Sullivan Cr. Toohey ✓
Officers:	Derek Madden; Phil Jeffrey; Satwinder Sandhu; Danny Colgan
Apologies:	

4.37

1. **Assembly opened at:**
2. **Disclosure of Conflict of Interests -**

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

3. **Item Notes:**

Integrated Water Forum Presentation

Assembly closed at: 5.20

Signed:



**Derek Madden**  
Chief Executive Officer

Date: 05.12.18

# Attachment - Item 12.1b

# Assembly of Councillors

Date:	Wednesday 5 December, 2018
Venue:	Council Chambers, Ballan
Councillors:	Cr. Tatchell (Mayor) ✓ Cr. Bingham ✓ Cr. Dudzik ✓ Cr. Edwards ✓ Cr. Keogh ✓ Cr. Sullivan Cr. Toohey
Officers:	Derek Madden; Phil Jeffrey; Satwinder Sandhu; Danny Colgan
Apologies:	

**1. Assembly opened at:**

**2. Disclosure of Conflict of Interests -**

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

**3. Item Notes:**

Local Area Traffic Management Study Stage 2

Assembly closed at: 4.32

Signed:



**Derek Madden**  
Chief Executive Officer

Date: 05.12.18

## 12.2 Section 86 – Delegated Committees of Council – Reports

Section 86 Delegated Committees are established to assist Council with executing specific functions or duties. By instrument of delegation, Council may delegate to the committees such functions and powers of the Council that it deems appropriate, utilising provisions of the Local Government Act 1989. The Council cannot delegate certain powers as specifically indicated in Section 86(4) of the Act.

Section 86 Delegated Committees are required to report to Council at intervals determined by the Council.

Councillors as representatives of the following Section 86 – Delegated Committees of Council present the reports of the Committee Meetings for Council consideration.

Committee	Meeting Date	Council Representative
S86 Development Assessment Committee <a href="https://www.moorabool.vic.gov.au/my-council/council-meetings/council-committees-2018">https://www.moorabool.vic.gov.au/my-council/council-meetings/council-committees-2018</a>	Wednesday 21 November 2018	Cr. Paul Tatchell Cr. John Keogh Cr. Jarrod Bingham Cr. Tonia Dudzik Cr. David Edwards

### Recommendation:

**That Council receives the report of the following Section 86 - Delegated Committee of Council:**

- **S86 Development Assessment Committee, Wednesday 21 November 2018**

**13. NOTICES OF MOTION**

**13.1 N.O.M: to be considered under items 17.2 and 17.3 in closed session.**

**14. MAYOR'S REPORT**

**To be presented at the meeting by the Mayor.**

**Recommendation:**

**That the Mayor's report be received.**



**15. COUNCILLORS' REPORTS**

**To be presented at the meeting by Councillors.**

**Recommendation:**

**That the Councillors' reports be received.**

**16. URGENT BUSINESS**

**17. CLOSED SESSION OF THE MEETING TO THE PUBLIC**

<b>17.1 Financial Hardship Applications</b>	
<b>Directorate:</b>	Infrastructure
<b>General Manager:</b>	Phil Jeffrey
<b>Author:</b>	Jacinta Erdody
<i>Section 89(2)b - the personal hardship of any resident or ratepayer;</i>	

<b>17.2 Cr. Sullivan N.O.M: No. 278 – Notice of Rescission (Confidential)</b>	
<b>Directorate:</b>	n/a
<b>General Manager:</b>	n/a
<b>Author:</b>	Cr. Sullivan
<i>Section 89(2)b - contractual matters</i>	

<b>17.3 Cr. Sullivan N.O.M: No. 279 – Contract C19-2018/2019 - Collection and Transportation of Kerbside Waste, Recycling and Greenwaste</b>	
<b>Directorate:</b>	n/a
<b>General Manager:</b>	n/a
<b>Author:</b>	Cr. Sullivan
<i>Section 89(2)b – contractual matters</i>	

**Recommendation:**

That pursuant to the provisions of the Local Government Act 1989, the meeting now be closed to members of the public to enable the meeting to discuss matters, which the Council may, pursuant to the provisions of Section 89(2) of the Local Government Act 1989 (the Act) resolve to be considered in Closed Session, being a matter contemplated by Section 89(2) of the Act, as follows:

- (a) personnel matters;
- (b) the personal hardship of any resident or ratepayer;
- (c) industrial matters;
- (d) contractual matters;
- (e) proposed developments;
- (f) legal advice;
- (g) matters affecting the security of Council property;
- (h) any other matter which the Council or special committee considers would prejudice the Council or any person;
- (i) a resolution to close the meeting to members of the public.

Items 17.1, 17.2 and 17.3 are confidential items and therefore not included as part of this Agenda.

**18. MEETING CLOSURE**