

# Agenda

## For the Ordinary Council Meeting

**Location:** Council Chambers, Municipal Offices  
62-68 Ovens Street, Wangaratta

**Date:** Tuesday, 18 June 2019

**Time:** 6PM



RURAL CITY OF  
**WANGARATTA**

Brendan McGrath  
Chief Executive Officer





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## Rural City of Wangaratta Live Stream

Clause 91(4) of the Governance and Meeting Conduct Local Law provides the following:

*“This public meeting is being recorded to improve access to the meeting for our community. The recording will be published and will be retained by Council in accordance with Council’s legal obligations. As a visitor in the public gallery, your presence may be recorded.”*

### 1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

*We acknowledge the traditional owners of the land on which we are meeting. We pay our respects to their Elders and to Elders from other communities who may be here today.*

### 2. OPENING PRAYER

*Almighty God, we humbly ask thee to bless and guide this council in its deliberations so that we may truly preserve the welfare of the people whom we serve. Amen*

### 3. PRESENT

### 4. ABSENT

### 5. ACCEPTANCE OF APOLOGIES & GRANTING OF LEAVE OF ABSENCE

**RECOMMENDATION:**

***NO COUNCILLORS HAVE REQUESTED A LEAVE OF ABSENCE FOR THE PERIOD***

### ORDER OF BUSINESS

### 6. CITIZEN CEREMONY

### 7. CONFIRMATION OF MINUTES

**RECOMMENDATION:**

***That Council read and confirm the Minutes of the Ordinary Meeting of 21 May 2019 as a true and accurate record of the proceedings of the meeting.***

**8. CONFLICT OF INTEREST DISCLOSURE**

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a '*conflict of interest*' in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

**Disclosure must occur immediately before the matter is considered or discussed.**

**9. RECEPTION OF PETITIONS****10. HEARING OF DEPUTATIONS****PRESENTATION OF REPORTS****11. COUNCILLOR REPORTS**

Nil

## **OFFICERS' REPORTS**

### **12. EXECUTIVE SERVICES**

#### **12.1 ADJUSTMENT TO AUGUST COUNCIL MEETING START TIME**

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Executive Assistant - Corporate Services & Councillors  
**File No:** I19/20

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to approve an alteration to the start time of the August Ordinary Council Meeting from 6pm to 3pm.

#### **RECOMMENDATION:**

***That Council endorses an adjustment to the start time of the August Ordinary Council Meeting to 3pm.***

#### **Background**

In February 2019 Council trialled holding the Ordinary Council Meeting at an earlier time of 3pm. This was implemented to improve accessibility for members of the community. Variance in start times provides an opportunity for all members of the public to attend.

Due to a positive response and attendance from the community in February, it has been requested that the August Ordinary Council Meeting will also be held at 3pm.

#### **Implications**

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

##### **Legal/Statutory**

Section 89 (4) of the Act requires that reasonable notice be given to the public of meetings of the Council.

## **Social**

Holding Ordinary Council Meetings at alternate times will help to improve accessibility to members of the community who may be unable to attend the 6pm meetings.

## **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

## **2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

## **Goal**

We are Thriving

## **We will plan research and advocate for our future:**

To make sure our services are responsive and adaptable to the changing needs and profile of our community

## **Strategic Links**

### **a) Rural City of Wangaratta 2030 Community Vision**

N/A

### **b) Other strategic links**

N/A

## **Risk Management**

There are no moderate or extreme risks associated with this report

## **Consultation/Communication**

Public notification will be provided prior to the Council Meeting date.

Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

## **Conclusion**

If approved, the attendance of the community at this meeting will be a determining factor whether any future meetings will be held at this earlier time.

## **Attachments**

Nil.

## 12.2 PETITION- BRANDING AND MARKETING STRATEGY

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Executive Assistant Community Wellbeing  
**File No:** I19/43

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

A web based petition undersigned by 399 individuals has been received asking the Rural City of Wangaratta “to save our money, respect our history, keep our logo.” This petition is in response to the Branding and Marketing Strategy. A copy of this petition’s activity can be found on change.org.

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. That the petition regarding the brand strategy be received.***
- 2. That the petition be referred to the Chief Executive Officer for report to a future Council Meeting.***

### **Conclusion**

In accordance with Local Law No. 2 - Governance and Meeting Procedure Local Law, the only motions that may be considered on any petition are:

- a) That the petition be received
- b) That the petition be referred to the Chief Executive Officer for consideration and response
- c) That the petition be referred to the Chief Executive Officer for report to a future Council meeting.

### **Attachments**

Nil.



### 13. CORPORATE SERVICES

#### 13.1 COUNCIL PLAN 2017-2021 (2019 REVISION)

<b>Meeting Type:</b>	<b>Ordinary Council Meeting</b>
<b>Date of Meeting:</b>	<b>18 June 2019</b>
<b>Author:</b>	<b>Governance &amp; Reporting Advisor</b>
<b>File No:</b>	<b>I19/25</b>

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to Council to adopt the Council Plan 2017 - 2021 (2019 Revision).

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Adopts the Council Plan 2017 - 2021 (2019 Revision) attached to this report for the purposes of section 125 of the Local Government Act 1989***
- 2. Adopts the Strategic Resource Plan 2017-2021 (2019 Revision)***
- 3. Notes one submission was received in support of the Council Plan and gives approval to notify the Submitter of its decision***
- 4. Approves the forwarding of the Council Plan 2017 - 2021 (2019 Revision) including the Strategic Resource Plan to the Minister for Local Government.***

#### Background

Sections 125 and 126 of the *Local Government Act 1989* (the Act) require that Council at least once in a financial year review its Council Plan and Strategic Resource Plan to determine if they require any adjustment and if so, amend and adopt them no later than 30 June each year.

Following the Draft Council Plan 2017 - 2021 (2019 Revision) being place on public exhibition and amendments being made, Council Officers now present the Council Plan 2017 - 2021 (2019 Revision) to Council for adoption.

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## **Summary of changes made following Public Exhibition**

Several changes have been made to the Council Plan 2017 - 2021 (2019 Revision) following the conclusion of the public exhibition period.

Changes include:

- minor updates to the Strategic Plan to reflect the Council Budget 2019/2020;
- amending a small number of Strategic Indicators/Measures relating to Council performance to ensure that are aspirational and continuing to improve on Council's results from 2018/2019; and
- revision of the Target 2019/2020 for the Strategic Indicator/Measure 'Number of events held at the Wangaratta Library (excluding regular programs)' from 120 Events to 60 Events

## **Implications**

### **Policy Considerations**

The Council Plan details the Council's strategic objectives, key strategic activities and actions required to achieve those objectives. The strategic objectives outlined within the Council Plan influence a number of strategies, frameworks and policies within Council.

### **Financial/Economic Implications**

The Strategic Resource Plan aligns with the Budget FY2019/20. The Strategic Resource Plan has been amended to include the changes made to the Draft Budget FY2019/20. The approval of the budget details how Council will fund the strategic intent of the Council Plan.

### **Legal/Statutory**

The review of the Council Plan is a legislative requirement and has been undertaken to meet the requirements of sections 125, 126 and 223 of the Local Government Act.

### **Social**

The objectives and strategies contained within the Council Plan 2017 - 2021 (2019 Revision) will contribute to the overall health and social wellbeing of our community. Positive social outcomes will be achieved by the delivery of key initiatives and Councils' ongoing advocacy and partnerships that focus on delivering benefits and opportunities for residents and visitors of the municipality.

### **Environmental/Sustainability Impacts**

The strategic objectives contained within the Council Plan 2017 - 2021 (2019 Revision) aim to contribute to environmental enhancement and sustainability. The Council Plan has a strong focus on environmental sustainability and protection.

## **Strategic Links**

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**a) Rural City of Wangaratta 2030 Community Vision**

The strategic objectives contained within the Council Plan 2017-2021 (2019 Revision) were determined with consideration to and guided by the objectives identified in the Rural City of Wangaratta 2030 Community Vision.

**Consultation/Communication**

Following the endorsement of the Draft Council Plan 2017 - 2021 (2019 Revision) at the Ordinary Council Meeting on 16 April 2019, the plan was placed on public exhibition for 28 days inviting submissions from the community.

One written submission was received. A summary of this submission follows.

Submitter 1 expressed support for the measures that have been included to enhance the Wangaratta Art Gallery.

**Options for Consideration**

1. Adopt the Council Plan 2017 - 2021 (2019 Revision) in the current state (refer to Attachments); or
2. Council recommends changes to the Council Plan 2017 - 2021 (2019 Revision) which are required to be made prior to the document being published on Council's website and issued to the Minister for Local Government.

**Conclusion**

The Council Plan 2017 - 2021 (2019 Revision) is presented to Council for adoption.

Council will continue to review the Council Plan on an annual basis and where required, make amendments to reflect the community aspirations and to ensure the Council Plan continues to reflect and guide the strategic direction of Council, informing our service delivery, resource allocation and advocacy.

**Attachments**

- 1 Council Plan 2017 - 2021 (2019 Revision) [!\[\]\(a724a4a68298d6dff85fe378e838a60a\_img.jpg\) !\[\]\(e45f0f4def98e1246d9487bb157beff5\_img.jpg\)](#)

## 13.2 2019/20 COUNCIL BUDGET REPORT

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Manager - Finance  
**File Name:**  
**File No:** IC19/132

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to Council to consider adopting the Annual 2019/20 Budget

#### **RECOMMENDATION:**

##### ***That Council:***

1. ***Considers submissions made regarding the Draft 2019/20 Budget and makes changes to the Draft 2019/20 Budget as follows:***
  - ***Increases income by \$292,000 for Grants Commission Funding***
  - ***Increases income by \$880,750 for funding for roads***
  - ***Increases income of \$250,000 for Suicide Prevention***
  - ***Increases income of \$84,000 in the Recycling Charge to reflect increased recycling charges of an additional \$6.00 per bin***
  - ***Decreases income by \$180,000 in Saleyards Revenue***
  - ***Decrease income of \$6,000 in eWaste Fees and Charges***
  - ***Decrease income of \$100,000 for the Wangaratta Floodplain Management Grant to reflect a grant of \$590,000 to be received in June 2019***
  - ***Increase expenditure of \$84,000 for Recycling Collection Costs***
  - ***Increase expenditure of \$250,000 for Suicide Prevention Program Costs***
  - ***Increase expenditure of \$4,000 for the Rainbow Ball***
  - ***Increase capital expenditure of \$143,750 for Major Culvert Renewal Sinclair Lane***
  - ***Increase capital expenditure of \$126,400 for road reconstruction in Faithful Street***
  - ***Increase capital expenditure of \$610,600 for Faithfull Street Roundabout***
  - ***Increase capital expenditure of \$65,000 for an Emulsion Tank***

- ***Increase capital expenditure by \$690,000 for the Wangaratta Floodplain Management project***
  - ***Decrease capital expenditure by \$4.7 million for Cruse Street (Stage 2A, 2A Bridge & 2B)***
  - ***Defers capital expenditure of \$3.542 million from 2019/20 to 2020/21 for the Aquatics Plan – WISAC Development***
  - ***Amend the Land Information Certificate from \$26.85 to \$27.00, noting the income will increase from \$27,000 to \$27,400.***
2. ***Adopts the 2019/20 Budget at Attachment 1 to this report for the purposes of Section 130 of the Local Government Act 1989***
  3. ***Authorises the Chief Executive Officer to give public notice of Council's decision to adopt the 2019/20 Budget in accordance with Section 130(2) of the Local Government Act 1989;***
  4. ***Notifies in writing each person or persons who made a submission of the decision and the reasons for that decision, in accordance with Section 223(1)(d) of the Local Government Act 1989;***
  5. ***Forwards a copy of the 2019/20 Budget to the Minister for Local Government in accordance with Section 130 of the Local Government Act 1989; and***
  6. ***Notes the increase in the recycling bin charge of \$6, from \$7 to \$13, due to increased recycling costs as a result of the International recycling crisis.***

### **Background**

Council considered the Draft 2019/20 Annual Budget at the Ordinary Council Meeting held 16 April 2019 and resolved to commence the statutory consultation process in accordance with Section 223 of the Local Government Act 1989.

### **Implications**

#### **Policy Considerations**

The 2019/20 Budget contains a number of programs and initiatives that support Council policy.

#### **Financial/Economic Implications**

Council has prepared the 2019/20 Budget in accordance with the principles of sound financial management and its adoption will ensure long term financial viability.

Detailed information on relevant aspects of the 2019/20 Budget are contained in Attachment 1.

The implications of the 2019/20 Budget and assumptions made for future years are embodied in Council's Strategic Resource Plan.

Having considered all submissions, Council has made the following changes to the draft Budget:

#### Income

- Increase in Grants Commission Funding of \$292,000
- Increased grant funding for roads of \$880,750
- Increase in Suicide Prevention Funding of \$250,000
- Increase in the Recycling Charge of \$84,000
- Reduction in Saleyards Revenue of \$180,000
- Reduction in eWaste Fees and Charges of \$6,000
- Reduction in Wangaratta Floodplain Management Grant of \$100,000 (a grant of \$590,000 to be received in June 2019)

#### Expenditure

- Inclusion of Recycling Collection Costs of \$84,000
- Inclusion of Suicide Prevention Program Costs of \$250,000
- Inclusion of the Rainbow Ball of \$4,000

#### Capital Works

- Inclusion of Major Culvert Renewal Sinclair Lane of \$143,750
- Inclusion of road reconstruction in Faithful Street \$126,400
- Inclusion of Faithful Street Roundabout of \$610,600
- Inclusion of Emulsion Tank of \$65,000
- Reduction of \$4.7 million for Cruse Street (Stage 2A, 2A Bridge & 2B)
- Increase of \$690,000 for the Wangaratta Floodplain Management project
- Defers capital expenditure of \$3.542 million from 2019/20 to 2020/21 for the Aquatics Plan – WISAC Development

#### Fees & Charges

- Amend the Land Information Certificate from \$26.85 to \$27.00, noting the income will increase from \$27,000 to \$27,400.

At the Ordinary Council Meeting held 21 May 2019 Council considered the future direction of the Rural City of Wangaratta brand identity and marketing strategy. The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at [www.wangaratta.vic.gov.au](http://www.wangaratta.vic.gov.au). Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019. The 2019/20 Budget contains expenditure in relation to the Brand Strategy that Council will need to review following the receipt of submissions.

The Rural Placemaking budget allocation of \$510,000 will consist of the following projects:

- Glenrowan Township Infrastructure Plan \$100,000
- Rural Township Entrance Signage \$295,000

- Whitfield Township Infrastructure Plan \$60,000
- Town Entrances Beautification – North Wangaratta \$55,000

### **Legal/Statutory**

The 2019/20 Budget has been prepared in accordance with the Local Government Act 1989, the Local Government (Planning & Reporting) Regulations 2014 and Australian Accounting Standards.

The 2019/20 Budget has been prepared with a strong focus on long term financial sustainability of the Council and responsible financial management.

The presentation of the 2019/20 Budget is in a format as a model of best practice and contains a comprehensive assessment of Council's financial position and proposed revenue and expenditure.

Council prepared its 2019/20 Draft Budget (including the calculation of proposed rates in the dollar) based on Stage 3 valuations. The 2019/20 Budget has been updated to include Stage 4 (final stage) valuations.

In undertaking any revision in the rate in the dollar between proposed budget and adopted budget, council is required to assess the materiality of any such change.

Consideration of materiality in this context may apply to a range of factors such as the magnitude of any variation to the rate in the dollar, the magnitude of any changes in the distribution of rates across different property classes, or the magnitude of any changes in the mix between rates and service charges.

The change is in part due to the lower than anticipated supplementary valuations in 2018/19.

It is considered that the changes are not material as indicated below:

- The rate in the dollar to be levied as general rates under section 158 of the Act has change from the Draft 2019/20 Budget to the 2019/20 Budget by between -0.18% to -0.22%.

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

Type or class of land	Draft 2019/20 cents/\$CIV*	2019/20 cents/\$CIV*	Change
General	0.483400	0.482400	-0.21%
Vacant General	0.966700	0.964800	-0.20%
Rural Residential	0.483400	0.482400	-0.21%
Vacant Rural Residential	0.966700	0.964800	-0.20%
Rural 1	0.338300	0.337700	-0.18%
Rural 2	0.314200	0.313500	-0.22%
Commercial	0.667000	0.665700	-0.19%
Industrial	0.667000	0.665700	-0.19%
Vacant Commercial/Industrial	0.966700	0.964800	-0.20%
Vacant General > 3 Years	1.256800	1.254000	-0.22%
Mixed Use	0.575200	0.574000	-0.21%

- The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates has change from the Draft 2019/20 Budget to the 2019/20 Budget by between -18.8% to 16.67% and in dollars terms between -\$46,000 to \$62,000.

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

Type or class of land	Draft 2019/20 \$'000	2019/20 \$'000	Change	
			\$'000	%
General	11,429	11,491	62	0.54%
Vacant General	293	247	- 46	-15.70%
Rural Residential	4,585	4,621	36	0.79%
Vacant Rural Residential	250	247	- 3	-1.20%
Rural 1	1,489	1,496	7	0.47%
Rural 2	4,619	4,645	26	0.56%
Commercial	2,914	2,940	26	0.89%
Industrial	1,156	1,178	22	1.90%
Vacant Commercial/Industrial	133	108	- 25	-18.80%
Vacant General > 3 Years	96	91	- 5	-5.21%
Mixed Use	12	14	2	16.67%
<b>Total amount to be raised by general rates</b>	26,976	27,078	102	0.38%

- The estimated total value of each type or class of land, and the estimated total value of land has change from the Draft 2019/20 Budget to the 2019/20 Budget by between -18.7% to 16.17% and in dollars terms between -\$4.7 million to \$8.2 million.



4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	Draft 2019/20	2019/20	Change	
	\$'000	\$'000	\$'000	%
General	2,369,265	<b>2,377,438</b>	8,173	<b>0.34%</b>
Vacant General	30,339	<b>25,602</b>	- 4,737	<b>-15.61%</b>
Rural Residential	950,435	<b>955,891</b>	5,456	<b>0.57%</b>
Vacant Rural Residential	25,957	<b>25,542</b>	- 415	<b>-1.60%</b>
Rural 1	440,831	<b>442,291</b>	1,460	<b>0.33%</b>
Rural 2	1,473,471	<b>1,478,480</b>	5,009	<b>0.34%</b>
Commercial	437,805	<b>440,817</b>	3,012	<b>0.69%</b>
Industrial	173,636	<b>176,684</b>	3,048	<b>1.76%</b>
Vacant Commercial/Industrial	13,795	<b>11,215</b>	- 2,580	<b>-18.70%</b>
Vacant General > 3 Years	7,635	<b>7,232</b>	- 403	<b>-5.28%</b>
Mixed Use	2,022	<b>2,349</b>	327	<b>16.17%</b>
<b>Total value of land</b>	<b>5,925,191</b>	<b>5,943,541</b>	<b>18,350</b>	<b>0.31%</b>

## Social

The 2019/20 Budget contains financial provision for Council to achieve a positive social benefit that will improve the social sustainability of our community.

## Environmental/Sustainability Impacts

The 2019/20 Budget contains financial provision for Council to deliver a number of environmental and sustainability programs and initiatives to the community.

## 2017 – 2021 Council Plan

This report supports the 2017-2021 Council Plan:

### Goal

We are Sustainable

### We will plan and make decisions for the future:

By maintaining a responsible and transparent long-term financial plan.

To make sure that everything we do – from building assets to delivering events – considers the physical, social, cultural and financial needs of our community members.

## Strategic Links

### a) Rural City of Wangaratta 2030 Community Vision

Council's 2019/20 Budget is linked to the Rural City of Wangaratta 2030 Community Vision through the 2017- 2021 Council Plan.

## **b) Other strategic links**

The 2019/20 Budget provides the financial resources to prepare and deliver a number of key strategic programs.

### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Budget compliance requirements not met	Low	High	Medium	Completion of compliance check list by Manager Finance

### **Consultation/Communication**

Council made available the Draft 2019/20 Budget at the Wangaratta Government Centre and Council's website for a period of 28 days, from 19 April 2019. Written submissions closed on the 16 May 2019.

Twenty-two written submissions were received. Six (6) submitters requested to be heard. Council appointed a Committee of Council to hear submitters requesting to be heard, in accordance with Section 223 of the Local Government Act. Submitters were heard at the Committee of Council meeting on Thursday, 23 May 2019.

A summary of written submissions received, including officer responses, is at Attachment 2. A summary of the proceedings for the Committee of Council hearing is included at Attachment 3.

Following the adoption of the 2019/20 Budget, Council will:

- Give public notice of the adoption of the 2019/20 Budget,
- Write to all submitters advising of Council's decision to adopt the 2019/20 Budget and providing reasons for the decision, and
- Forward a copy of the 2019/20 Budget to the Minister for Local Government.



### **Options for Consideration**

The adoption of Council's Annual Budget is a mandatory requirement of the Local Government Act 1989.

### **Conclusion**

Following the conclusion of the public consultation and consideration of budget submissions, Council's 2019/20 Budget is now ready for Council adoption.

**Attachments**

- 1 2019/20 Budget Submissions Summary for Council 18 June 2019 [↓](#) 
- 2 Committee of Council - Hearing Submission 23 May 2019 for Council Meeting 18 June 2019 [↓](#) 
- 3 Included separately - please copy and paste this link into your browser:  
<https://www.wangaratta.vic.gov.au/Portals/0/Wangaratta/Documents/About Council/Documents and Policies/Public Notices/Budget 2019 - 2020 NEW.PDF?ver=2019-06-14-141207-257> [↓](#)

## 14. COMMUNITY WELLBEING

### 14.1 2019-2022 AUSTRALIA DAY EVENT AND AWARDS POLICY

<b>Meeting Type:</b>	<b>Ordinary Council Meeting</b>
<b>Date of Meeting:</b>	<b>18 June 2019</b>
<b>Author:</b>	<b>Events Team Leader</b>
<b>File Name:</b>	<b>2019-25022 Australia Day Event and Awards Policy</b>
<b>File No:</b>	<b>I19/39</b>

#### Executive Summary

This report is presented to Council to the 2019-2022 Australia Day Awards and Event Policy following community consultation. The policy sets out Council's responsibilities in regards to Australia Day Awards, Australia Day events throughout the municipality.

#### **RECOMMENDATION:**

***That Council:***

***That Council formally adopts the 2019-2022 Australia Day Event and Awards Policy.***

#### Background

The Wangaratta Australia Day Awards provides the opportunity to honour individuals and groups who have made an outstanding contribution to the Rural City of Wangaratta.

This policy describes the arrangements for the Awards and events for Australia Day by the Wangaratta Rural City Council.

This policy was due to be reviewed and as such is being presented to Council to be adopted.

No public submissions were received during community consult phase.

#### Implications

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

19/20 Project Budget \$16,418 including funding for 15 rural events @ \$450 each

No additional funding required.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

Our community is given opportunities for everyone to participate and contribute to social, economic and cultural life • Our identity, cultures and the heritage of our community is protected

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**2017 – 2021 Council Plan (2019 Revision)**

This report supports the 2017-2021 Council Plan:

**We will research and advocate:**

By acknowledging our municipality as both rural and urban and developing a new vision together that reflects our future

**We will create and deliver:**

Projects in partnership with our indigenous and cultural groups to celebrate the diversity and history of our region

**We will plan and make decisions for the future:**

An events strategy that focuses on delivering and supporting a range of events throughout the municipality

**We will focus on our business:**

Ensuring we are responsive, clear and active in the development of our municipality

**The non-negotiables**

Our rural communities are supported and recognised as significant contributors to the economic and social character of the municipality

### **Risk Management**

Not all rural communities agree on each topic, changes have been suggested to reflect the majority of feedback received.

### **Consultation/Communication**

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Community	Survey of attendees
Consult	Rural Australia Day Committees	Survey of event organisers
Involve	Councillors, Council Delegates	Survey of events attended
Collaborate	ACHAC	Request advice

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

### **Conclusion**

As this is a policy of Council the revised Australia Day Awards and Event Policy for 2019-2022 requires Council endorsement.

### **Attachments**

- 1 2019-2022 Australia Day Events and Awards Policy [↓](#) 

## 14.2 PUBLIC ART POLICY

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Gallery Director  
**File No:** I19/23

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to Council for the adoption of the revised Rural City of Wangaratta Public Art Policy.

The Rural City of Wangaratta has a number of public art works that are located in a variety of locations throughout the municipality. They range from sculpture to Community Art Project works and Schools Art Project works.

The Rural City of Wangaratta acknowledges the unique nature of its public spaces, and is committed to enlivening its public and open spaces through the development of a Public Art Collection and through public art projects and events.

In order to identify, fund and deliver public art opportunities in the Rural City of Wangaratta, the Public Art Policy was created and endorsed by Council in 2005. The Policy was updated and endorsed again in 2012 to align with the Public Art Strategic Plan 2012-2015.

The Public Art Policy is due for revision, and small amendments are required to reflect organisational structure changes, and to facilitate the reconvening of the Public Art Acquisitions Committee.

### **RECOMMENDATION:**

#### ***That Council:***

- 1. Adopt the revised Rural City of Wangaratta Public Art Policy 2019.***
- 2. Convene the Rural City of Wangaratta Public Art Acquisitions Committee to support the delivery of public art projects throughout the municipality.***

### **Background**

Public art is art in any media that has been planned and executed with the intention of being staged in the physical public domain, usually outside and accessible to all.

Public art is the practice of site specific engagement, community involvement and collaboration, combined with the leadership of usually an artist, curator or designer.

Public art may include any art which is exhibited in a public space including publicly accessible buildings - but often it is not that simple. Rather, the relationship between the content and audience, what the art is saying and to whom, is just as important if not more important than its physical location.

The rationale behind the Rural City of Wangaratta adopting and embracing a Public Art Policy is as follows:

- 1 to establish a process for the facilitation of public art ie: through the public art policy, the public art strategy and development of a relevant program;
- 2 to establish a range of mechanisms for funding the program;
- 3 to establish a process for the Rural City of Wangaratta to make Public Art Acquisitions; and
- 4 to establish a process for de-accessioning work from a Rural City of Wangaratta Public Art Collection.

The Wangaratta Project (CBD Masterplan) has highlighted the importance of public art as a means to create a dynamic and culturally rich regionally city. It recommends that through major infrastructure redevelopments and place making opportunities that public art engagements should occur.

The Railway Precinct Enhancement Project is the first project to identify public art opportunities to be considered at the inception stage of a large scale capital project. The RCOW Public Art Policy provides a framework for this to occur.

The purpose of the revision of the policy and update is to enable clear and current processes towards delivering and engaging successful Public Art projects that are either accommodating major infrastructure developments or occur as standalone projects within the rural city.

The changes to the revised Policy (endorsed in 2005 and 2012) are minimal and only reference changes to staff titles and some improvements of best practice within acquisitions processes and terminology.

### **Implications**

#### **Policy Considerations**

Policies and Strategies that refer to Public Art for the Rural City of Wangaratta include:

- 2017 – 2021 Council Plan (2018 Revision)
- Rural City of Wangaratta 2030 Community Vision
- Wangaratta Project – CBD masterplan



## Financial/Economic Implications

The Policy addresses the sources of funding for public art and includes a percentage contribution of the overall capital project spend, grant funding and philanthropic funding. Not all capital projects will be suitable for the inclusion of public art but it is important that all capital projects assess the suitability and viability of public art becoming part of the project at the inception stage.

The Policy enables public art projects in the Rural City of Wangaratta to access funding via grants, bequests, donations and capital works projects.

The other implication for Council is to consider the maintenance funding of public art that comes hand in hand with owning and managing a public art collection.

## Processes

Public Art works and projects may be achieved or supported through one of the following processes:

- through adoption of Percentage for the Arts Scheme, up to a 2% allocation, **at Council's discretion** which may be factored into all Council building and capital works projects, excluding engineering construction and engineering refurbishment projects and repair and maintenance of buildings;
- establish a fund for acquisitions / purchases of contemporary public art within the prescribed guidelines;
- commissions of permanent site-specific contemporary public art;
- via grants or commissions for the production of temporary or ephemeral art in public spaces and / or linked to major festivals or events;
- acceptance of gifts of art which fulfil the Rural City of Wangaratta Public Art Collection guidelines;
- engagement of professional artists in collaborative community based projects;
- engagement of curators or artistic directors for development and direction of specific projects; and
- Artist-in-residence projects.

Without a Public Art Policy, applications to State or Federal funding for public art engagement will not be considered. There would also be no basis on how to process possible donations or bequests for the purpose of Public Art.

## Legal/Statutory

Public Art is acquired following the guidelines of Council's Procurement Policy. The Strategy follows this policy and ensures transparent and equitable opportunities for artists and community members to participate in the procuring of artworks for the city.

## Social

Public Art plays an important role in urban renewal, place making, urban design and tourism. Art evokes an emotional response from people, which assists in creating a feeling of connection to their environment. This connection creates a memory. Public Art contributes to making Wangaratta a place people want to be.

Public Art reflects a city's goals and values contributing to create a sense of place celebrating a City's unique history, location, qualities and culture.

**Public art matters because our communities gain cultural, social, and economic value through public art.**

***‘Art in public spaces plays a distinguishing role in a community’s history and culture. It reflects and reveals our society, enhances meaning in our civic spaces, and adds uniqueness to our communities. Public art humanizes the built environment, it provides an intersection between past, present, and future; between disciplines and ideas. ‘***

*Five reasons why Public Art Matters – Ms. Patricia Walsh – 2018.*

## Environmental/Sustainability Impacts

The Policy gives clear direction around how public art will be incorporated into our city and our daily lives. It creates direction for how and when public art will be acquired and sets out the maintenance and administration requirements of public art within the municipality.

Sustainable impacts are identified through the empowerment of having a public art policy in place that will enables sustainable funding opportunities via State and Federal funding, bequests and donations.

Environmental impacts will be the enhancement of our civic and public spaces that are sensitive to area of our natural environment. These guidelines are specified in the **Public Art Policy**

## **2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

### **Goal**

We are Inspired

**We will plan, research and advocate for the future**

- For our community to have access to quality and exciting arts and cultural experiences
- For the representation of our cultural heritage and story
- That build a unique creative hub in the centre of the city through the delivery of exciting spaces, engaging programs and opportunities for all our residents, community members and visitors

**We will create and deliver**

- Engaging public art that helps to make our city and rural communities more vibrant

**We will focus on our business**

- To make sure that our Performing Arts Centre and Art Gallery offer diverse events

**Strategic Links****a) Rural City of Wangaratta 2030 Community Vision****Celebrating our arts, culture and heritage in 2030...**

- The Rural City of Wangaratta is renowned as the cultural centre of North East Victoria.
- Public art is a central part of our urban streetscapes, parks and gardens and rural areas, promoting life, colour, vibrancy and difference.

**b) Other strategic links****Wangaratta Project – CBD masterplan****Arts, Culture, Events & Activation Portfolio****Big Ideas**

- Expand and intensify the arts and cultural precinct
- Celebrate the place of textiles in Wangaratta's story in new street art, exhibitions and programs throughout the city
- Find many ways to support emergent, temporary, interactive and informal art forms

## **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
No endorsed policy exists; public art is developed at an ad hoc rate; opportunities are missed and public art within the Rural City of Wangaratta stagnates	Extremely	The amenity of the areas is not improved; social and cultural opportunities are missed; community members lose pride in their city	High	The Public Art Policy guides the Public Art Strategy and public art is acquired to an agreed plan.
The current policy isn't updated - public art stagnates as the Acquisitions Committee is not reviewed and revived.	Extremely	The amenity of the areas is not improved; social and cultural opportunities are missed; community members lose pride in their city	High	The Public Art Policy guides the Public Art Strategy and public art is acquired to an agreed plan.

## **Consultation/Communication**

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Invite members of the community to apply to join the Public Art Acquisitions Committee (in line with the application criteria)	Advertise in the local media
Consult	Reconvene and establish the Public Art Acquisitions Committee	Accept applications from community members
Involve	As above	
Collaborate	As Above	
Empower	As Above	

The Policy underwent significant rewrite in 2005 and minor review in 2012. It has been adopted by the sitting Council in each of these years. The current revision tidies up roles and responsibilities post the 2015 Council staff restructure and clearly lays out the membership of the Acquisitions Committee. Council's Arts, Culture and Heritage Advisory Committee have been included in the current review and have provided input into the Policy.

Outline of revised changes and edits are:

- Change title of Officer – Manager of Cultural Services – to Gallery Director
- Additional requirements of Acquisitions Committee – added are:
  - The committee will also include a current practitioner of sculpture or public art (*this may require engaging an individual outside of the Rural City but within the region of the North East of Victoria*)
  - The committee will also include an individual with either architectural or landscape architectural design qualifications and or background
- Under Key Guidelines removal of the reference to ‘indigenous artist’ :

The Public Art Collection is to be representative of historical and contemporary art from Australia, particularly attention should be directed towards the Collection area of works of sculpture and site specific public art by living national artists (including Indigenous artists).

Changed to

The Public Art Collection is to be representative of historical and contemporary art from Australia, particularly attention should be directed towards the Collection area of works of sculpture and site specific public art by living national artists.

This ensures no separating of whether an artist’s identifies as indigenous or other, as there should be no separation.

- Under Key Guidelines / Change of reference to ‘*early indigenous art*’ –to our First Nations stories and history.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

### **Conclusion**

In order for Public Art engagement to take place within the Rural City of Wangaratta, it is important that the 2005 Public Art Policy is reviewed and updated. The review has included changes around:

- Change of title for council officer responsible
- Additional requirements for the reconvening of the Public Art Acquisitions Committee

Once the Policy has been accepted in its new format, this will allow for an acquisitions committee to be formed and Council Officers to progress and find opportunities to engage the Public Art elements required in future projects.

### **Attachments**

- 1 RURAL CITY OF WANGARATTA - PUBLIC ART POLICY [!\[\]\(756219e9389f679d57027482aa5cf5fc\_img.jpg\)](#) 

### 14.3 COUNCIL COMMITTEES

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Community and Recreation Officer  
**File No:** I19/33

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to seek endorsement for nominations of community members to represent a number of Special Committees of Management (COM) where representatives are new or re-nominating upon expiry of their term on a COM.

In accordance with the staggered process which is undertaken each year, nominations for special committees have been called for the Whitfield Recreation Reserve, Whorouly Public Hall and Whorouly Memorial Park.

The Special Committees of Council have been delegated by Council the responsibility to manage, promote and maintain the facilities under their control.

#### **RECOMMENDATION:**

***That Council:***

***Appoints ..... as representatives to the Section 86 Special Committees of Management.***

#### **Background**

Council has 15 COMs established under Section 86 of the *Local Government Act 1989* (the Act) for the purpose of managing and controlling activities at Council owned/managed facilities. Section 86 of the Act provides that Council may delegate certain functions, duties or powers to a COM.

Committee of management nominees serve limited terms based on the requirements of the Instrument of Delegation. All committee charters establish a minimum required number of positions but allow for larger membership if there is an interest from community members to serve. These nominations represent either new nominees resulting from resignations, re-nominations due to membership terms expiring or additional interest from local community members.

When membership terms expire the nomination process is advertised in local media, through rural newsletters and via community word-of-mouth.

Nominations for the Section 86 committees are completed on an approved form which requests the reasons which have motivated the nomination and the provision of previous experience.

### **Implications**

#### **Policy Considerations**

Council's policy 'Appointment to Council Committees' applies to this matter. At its discretion, where there are more nominations than vacancies and the nominees address the requirements of the relevant COM, Council may appoint a number of members to the committee greater than that specified in the Instrument of Delegation.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

Council must make formal appointments to Section 86 Special Committees as required by the Act. The appointment of members to Special Committees by formal resolution of Council ensures that the powers, functions and duties delegated to these COM's are able to be exercised legally.

#### **Social**

Closer links between Council and COM's create greater awareness of the needs of the community and of the facilities being managed on Council's behalf. The responsibilities delegated to the COM's promote the exchange of information between the committee and Council. Promotion of the facility by the COM facilitates increased community use.

#### **Environmental/Sustainability Impacts**

There are no environmental or sustainability impacts identified for the subject of this report.

### **2017 – 2021 Council Plan (2018 Revision)**

#### **We are sustainable:**

We will focus on our business, by ensuring that we have the processes in place to support our community groups and committees to be viable and sustainable.



**We are established:**

We will plan, research and advocate for the future, on behalf of our groups and committees to ensure that they have the resources and knowledge to do the things they need to do.

**Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Governance risk associated with the delegation of Council powers to a committee	Possible	Moderate	Medium	The appointment of members by a formal resolution of the Council reduces governance risks by ensuring that all members appointed to a committee are covered by Council's public liability insurance

**Consultation/Communication**

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Keep informed	Emails/Media advertisements
Consult	Listen and acknowledge	Council will consult with the committees prior to making decisions that relate to facilities.
Involve	Work with the respective committees to obtain feedback	Committees provide an important source of feedback for Council to manage these facilities and provide relevant information pertaining to the community.
Collaborate	Feedback will be incorporated into decisions as far as possible	Council collaborates with its committees prior to making decisions that relate to facilities
Empower	Implementation in conjunction with the relevant committees	Committees have delegated powers to make decisions in relation to the day-to-day management of the facilities.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

### **Conclusion**

Council has reviewed the nominations received for the appointment of members to the relevant COM's. Endorsing this report will delegate the management, function and duties of the activities and facilities under the COM's and will uphold Council's requirements under the Act.

### **Attachments**

- 1 Nominations to Council Committees - Confidential

## 15. INFRASTRUCTURE SERVICES

### 15.1 NATURE STRIP LANDSCAPING POLICY

<b>Meeting Type:</b>	<b>Ordinary Council Meeting</b>
<b>Date of Meeting:</b>	<b>18 June 2019</b>
<b>Author:</b>	<b>Manager Infrastructure Planning and Delivery</b>
<b>File Name:</b>	<b>ASSETS AND INFRASTRUCTURE - TREES - NATURE STRIPS</b>
<b>File No:</b>	<b>I19/29</b>

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to Council to consider adopting the Nature Strip Landscaping Policy.

#### **RECOMMENDATION:**

***That Council adopt the Nature Strip Landscaping Policy to form part of Council's Works within Road Reserves application process.***

#### Background

Rural City of Wangaratta (Council) occasionally receives requests from residents and businesses for permission to landscape the nature strip or footpath adjacent to their house or business.

More frequently complaints are received from other parties about plantings or other landscaping works that have been undertaken without permission. These unapproved works can cause problems with drainage, sight distances for road users and the safety of pedestrians.

Council encourages property owners and occupiers to recognise the value of nature strips and to take pride in maintaining them.

The attached policy is intended to ensure that, if nature strips are modified, they are landscaped and maintained in a way that:

- Minimises risk to the community;
- Provides for the unobstructed and safe flow of pedestrian and vehicle traffic;
- Provides access for deliveries and utility service providers;
- Allows kerbside parking of vehicles and door opening space;
- Complements the existing streetscape; and
- Complies with any planning overlay.

Owners and occupiers are not required to obtain a permit if:

- they propose to plant or maintain only grass on the nature strip; or
- the nature strip is located on a road in a rural area.

It is intended that applications for Nature Strip landscaping will be managed as part of the Works within Road Reserves application process.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

Legal advice on the Nature Strip Policy was sought and received from Maddocks.

Council's Local Law No. 1

#### **Social**

Appropriately landscaped and maintained nature strips minimises risk to the community and add to the appearance and presentation of streetscapes within the Rural City of Wangaratta.

#### **Environmental/Sustainability Impacts**

Drainage issues are minimised by having appropriately landscaped and maintained nature strips.

### **2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

#### **Goal**

We are Established

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**What we do everyday**

We respond to the requests of our community to ensure our infrastructure is safe and well maintained

**Strategic Links****a) Rural City of Wangaratta 2030 Community Vision**

N/A

**b) Other strategic links**

N/A

**Risk Management**

There is currently a reputational risk to Council as there is no strong position on landscaping of nature strips. The much greater risk is damage to assets and injury to people possibly caused by inappropriate landscaping.

These risks will continue if this policy is not adopted.

**Consultation/Communication**

Community consultation was undertaken for a period of 28 days with two written submissions received; submissions supported the planting out of nature strips by landholders. Two internal stakeholder meetings were held resulting in one small change.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

**Conclusion**

The Nature Strip Landscaping Policy has been out for community and internal consultation and reviewed by legal representatives Maddocks and is now ready for Council consideration for adoption.

**Attachments**

- 1 Nature Strip Landscaping Policy - May 2019 [↓](#) 

## 16. DEVELOPMENT SERVICES

### 16.1 AIRPORT INFRASTRUCTURE DEVELOPMENT PLAN

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Business Investment & Development Officer  
**File Name:**  
**File No:** I19/35

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to request council to adopt the Wangaratta Airport Infrastructure Development Plan as an amendment to the Wangaratta Aerodrome Master Plan 2017.

The Wangaratta Airport Infrastructure Development Plan is a document drafted by Pitt & Sherry capturing amendments to the overall layout and design of the Wangaratta Aerodrome precinct and should be read in conjunction with the Wangaratta Aerodrome Master Plan 2017.

As part of the process to prepare the Wangaratta Airport Infrastructure Development Plan consultation meetings were held with key stakeholders and users of the Wangaratta Aerodrome precinct to discuss, develop and propose changes to the development design and layout represented in the Wangaratta Aerodrome Master Plan 2017.

#### **RECOMMENDATION:**

***That Council:***

**Adopt the Wangaratta Airport Infrastructure Development Plan as an amendment to the Wangaratta Aerodrome Master Plan 2017**

#### **Background**

The Wangaratta Aerodrome Master Plan 2017 was prepared to ensure best-management practices and sound land use development in addressing the diverse aviation and community interests of the Aerodrome precinct. It is a strategic document that provides long term direction and guidelines for the future development of the Wangaratta Aerodrome Precinct.

From the Wangaratta Aerodrome Master Plan 2017, it was identified that a detailed infrastructure development and design plan was needed to implement the developments and changes required within the precinct.

Requests for quotations to prepare a detailed Infrastructure Development Plan were targeted at qualified aeronautical engineering and design companies as this project is seen as a specialist area which requires specific knowledge of aerodromes, aeronautical statutory and legal requirements for construction of runways, hangars and infrastructure associated with aerodromes.

The successful applicant, Pitt & Sherry has developed the detailed Wangaratta Airport Infrastructure Development Plan after consultation meetings with key stakeholders and users of the Wangaratta Aerodrome and council officers.

The Wangaratta Airport Infrastructure Development Plan is to be read in conjunction with the master plan as it takes the general concept of the Master Plan layouts and adds technical detail in accordance with the current standards.

The plan identifies areas for enhancement and future development including industrial land development, commercial and recreational hangars, relocation of refuelling facility and the strengthening / widening of taxi areas and runway.

Stages of works proposed by the infrastructure development plan are summarised in Attachment 3.

### **Implications**

#### **Policy Considerations**

That the Wangaratta Airport Infrastructure Development Plan is adopted as an amendment to the Wangaratta Aerodrome Master Plan 2017.

#### **Financial/Economic Implications**

Future development at the Aerodrome will require funding from Council and where possible grants.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

The Wangaratta Aerodrome Master Plan 2017 recognises the airport as a valuable community and economic asset with strong connections to stakeholders, community and visitors.

#### **Environmental/Sustainability Impacts**

All new infrastructure and development at the Aerodrome will be bound to existing environmental and sustainable best practice.

**2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017-21 Council Plan:

**Goal**

We are Growing

**We will plan, research and advocate for the future:**

For the investment of new business development within the municipality.

To facilitate considered planning and development in line with long term strategic objectives for the sustainability of our community and environment.

**We will focus on our business:**

Ensuring we are responsive, clear and active in the development of our municipality.

To ensure that we understand and plan for the long term opportunities, challenges and priorities that face our growth potential.

**The non-negotiables**

We encourage considered investment in the development of new, and the growth of our existing, industries and businesses.

**Strategic Links****a) Rural City of Wangaratta 2030 Community Vision****b) Wangaratta Aerodrome Master Plan 2017****Risk Management**

Should the Wangaratta Airport Infrastructure Development Plan not be adopted as an amendment to the Wangaratta Aerodrome Master Plan 2017 and implemented, council risks the Aerodrome not complying with the Civil Aviation Safety Authority (CASA) current and future requirements which will have implications on the use of the Aerodrome.

Funding already obtained from Federal Government to develop Stage 1 of the Wangaratta Airport development will be at risk.



## **Consultation/Communication**

Consultation sessions have been held with key stakeholders and users of the Wangaratta Aerodrome, Council officers and representatives of Pitt & Sherry.

The sessions involved the key stakeholders in developing and evolving the layout and designs represented in the Wangaratta Airport Master Plan 2017 which has resulted in the development of the detailed Wangaratta Airport Infrastructure Development Plan.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

## **Options for Consideration**

### **Option 1:** *Recommended*

**Council adopts the Wangaratta Airport Infrastructure Development Plan as an amendment to the Wangaratta Aerodrome Master Plan 2017.**

### **Option 2:** *Not Recommended*

Council does not adopt the Wangaratta Airport Infrastructure Development Plan as an amendment to the Wangaratta Aerodrome Master Plan 2017.




## **Conclusion**

The Wangaratta Aerodrome precinct is a key asset of the Rural City of Wangaratta that provides economic and social services to the area.

The Wangaratta Airport Infrastructure Development plan provides a clear and long term planning framework for developing key infrastructure and assists in the future application of capital grants.

Adopting the Wangaratta Airport Infrastructure Development Plan as an amendment to the Wangaratta Aerodrome Master Plan 2017 will enable ongoing development at the airport, business investment and ensure the longevity and viability of this important community asset.

## **Attachments**

- 1 Wangaratta Aerodrome Master Plan 2017 [↓](#) 
- 2 Wangaratta Airport Infrastructure Development Plan (Supplement to the Wangaratta Aerodrome Master Plan 2017) [↓](#) 
- 3 Summary of staged work - Wangaratta Airport Infrastructure Development Plan [↓](#) 

**17. SPECIAL COMMITTEE REPORTS**

Nil

**18. ADVISORY COMMITTEE REPORTS**

Nil

## 19. RECORDS OF ASSEMBLIES OF COUNCILLORS

### 19.1 RECORD OF ASSEMBLY OF COUNCILLORS & ADVISORY COMMITTEE REPORTS

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 18 June 2019  
**Author:** Executive Assistant - Corporate Services & Councillors  
**File Name:** Assemblies of Councillors  
**File No:** I19/44

#### Executive Summary

#### Assembly of Councillors

An “Assembly of Councillors” is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision and is either of the following:

- a meeting of an advisory committee where at least one Councillor is present; or
- a planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

At an assembly of Councillors, a written record is kept of:

1. the names of all Councillors and members of the Council staff attending;
2. the matters considered;
3. any conflict of interest disclosures made by a Councillor attending; and
4. whether a Councillor who has disclosed a conflict of interest leaves the assembly.

The written record of an assembly of Councillors is, as soon as practicable:

- a) reported at an Ordinary Meeting of the Council; and
- b) incorporated in the Minutes of that Council meeting.

Date	Meeting details	Refer
13 May 2019	Councillor Briefing Forum	Attachment
20 May 2019	Councillor Briefing Forum	Attachment
27 May 2019	Councillor Briefing Forum	Attachment
3 June 2019	Councillor Briefing Forum	Attachment
11 June 2019	Councillor Briefing Forum	Attachment

**Advisory Committee Meetings:**









Minutes of the following Advisory Committee Meetings are reported to Councillors for information (refer attachments).

1. Place Naming Committee
2. Audit Advisory Committee

**RECOMMENDATION:*****That Council***

- 1. Receives the reports of Assemblies of Councillors.***
- 2. Notes the minutes of these Advisory Committees.***

**Attachments**

- 1 Assembly of Councillors - Councillors Briefing Forum - 20190513 [↓](#) 
- 2 Assembly of Councillors - Councillors Briefing Forum - 20190520 [↓](#) 
- 3 Assembly of Councillors - Councillors Briefing Forum - 20190527 [↓](#) 
- 4 Assembly of Councillors - Councillors Briefing Forum - 20190603 [↓](#) 
- 5 Assembly of Councillors - Councillor Briefing Forum - 20190611 [↓](#) 
- 6 Place Naming Committee - Minutes - 21 May 2019 [↓](#) 
- 7 Audit Advisory Committee - Minutes - 11 September 2018 [↓](#) 
- 8 Audit Advisory Committee - Minutes - 6 December 2018 [↓](#) 

**20. NOTICES OF MOTION**

Nil

**21. URGENT BUSINESS**

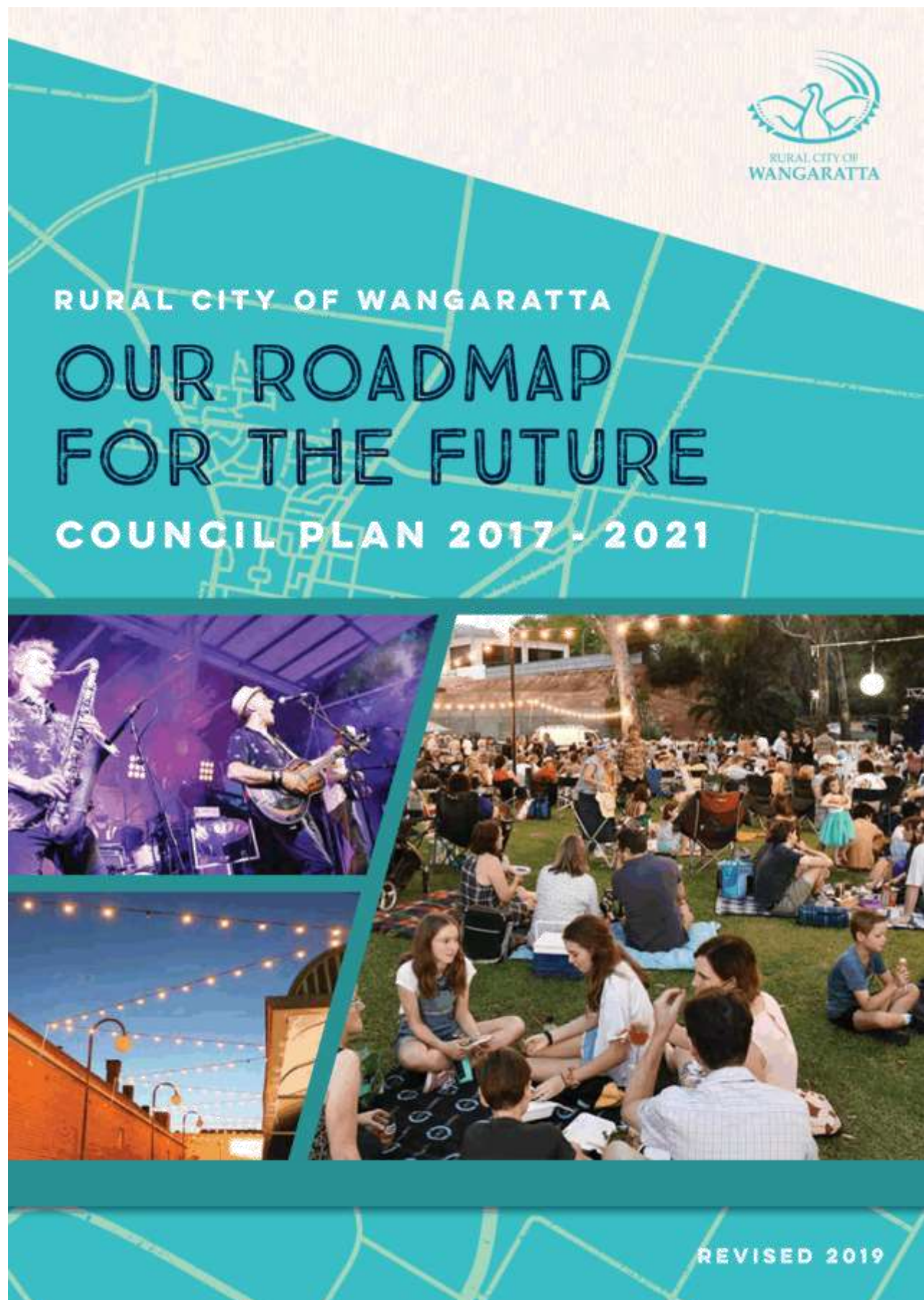
**22. PUBLIC QUESTION TIME**

**23. CONFIDENTIAL BUSINESS**

Nil

**24. CLOSURE OF MEETING**

**ATTACHMENTS**





RURAL CITY OF WANGARATTA



## COUNCIL PLAN 2017-2021

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## COUNCIL OFFICES

### WANGARATTA GOVERNMENT CENTRE

📍 62-68 Ovens Street Wangaratta VIC 3677

✉ PO Box 238 Wangaratta VIC 3676

☎ 03 5722 0888

☎ 03 5721 9526

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🐦 @WangRuralCity

📘 Wangaratta Council





## RURAL CITY OF WANGARATTA

# OUR COUNCIL PLAN

## WHAT IS A COUNCIL PLAN

The Local Government Act 1989 (the Act) legislates that Victorian Councils are required to prepare and approve a Council Plan.

Our Council Plan 2017-2021 details our strategic objectives and the key strategic activities and actions we will be undertaking to achieve those objectives.

## ABOUT OUR COUNCIL PLAN

The Council Plan 2017-2021 was adopted at the 26 June 2017 Special Council meeting and forwarded to the Minister for Local Government as per Section 125 of the Act.

The development of the Council Plan 2017-2021 included extensive community consultation which spanned over five months.

Our Council Plan 2017-2021 is reviewed annually to comply with Sections 125 and 126 of the Act. This document is the 2019 Revision of our Council Plan.

## WHERE YOU CAN GET A COPY

Our Council Plan 2017-2021 is available on the Rural City of Wangaratta website and can be found by following the below path:

***About Council > Documents & Policies***

Alternatively, you can get a printed copy of the Council Plan by visiting the Wangaratta Government Centre (62-68 Ovens Street, Wangaratta).

## WHERE YOU GO TO FIND THE FINE PRINT

Referenced throughout the Council Plan is The Fine Print. These are strategies, frameworks and plans that guide Council. These can be found by visiting our website and following the below path:

***About Council > Documents & Policies > Strategies & Plans***

## WANT TO KNOW MORE

Keep up to date with the Council and all our latest news by following us on Facebook and Instagram.

# KEY PROJECTS 2017-2021

## OUR PROJECTS

- Construction of our major capital projects:
  - An Outdoor 50m Pool and a Hydrotherapy Pool
  - The Organics Processing Plant
  - The Cruse Street development
- Implementation of the Economic Development Strategy
- Progress the Draft Brand Strategy
- Redevelopment of the Wangaratta Railway Precinct
- Progressing the development of the Ovens College site
- Reform of Council's Planning Services
- Development of infrastructure as per the Wangaratta Aerodrome Masterplan
- Delivery of the key goals of the Events Strategy
- Delivery of Rural Placemaking projects in our townships
- Implementation of the Organisational Business Health Check
- Continuing the planning and delivery of drainage in rural townships
- Advocacy for improved mental health outcomes

WHAT WE HAVE DONE	WHAT WE ARE GOING TO DO
<b>ECONOMIC DEVELOPMENT AND GROWTH</b>	
Adopted Economic Development Strategy and Industrial Land Strategy	Complete the Cruse Street extension and progress growth corridor planning amendments
<b>BRAND STRATEGY</b>	
Research and development of the Draft Brand Strategy including engagement within and outside of the Rural City of Wangaratta	Consideration of Draft Brand Strategy following community consultation
<b>MENTAL HEALTH</b>	
Secured funding of: <ul style="list-style-type: none"> <li>• \$1.5m for a Headspace service in Wangaratta</li> <li>• \$1.2m for the 4 year Grit and Resilience Project</li> </ul>	Delivery of the Grit and Resilience Project with partners and advocacy for mental health services
<b>RURAL PLACEMAKING</b>	
Delivery of year one projects including: <ul style="list-style-type: none"> <li>• North Wangaratta Shade Sail</li> <li>• Milawa Netball Court</li> <li>• Springhurst Amenities</li> </ul>	Funding of \$510k committed to deliver the: <ul style="list-style-type: none"> <li>• Glenrowan Township Infrastructure Plan</li> <li>• Whitfield Township Infrastructure Plan</li> <li>• Rural Township Entrance Signage</li> <li>• <b>Town Entrance Beautification - North Wangaratta</b></li> </ul>

## RURAL CITY OF WANGARATTA

## MAYOR'S MESSAGE

Just past the half-way mark of our term, I can happily report on the progress being made towards this Council's vision for the future.

More than \$30m of our projects are underway, including the Organic Processing Plant, Aquatics Project, Cruse Street extension and Ovens Street revitalisation.

Each of these projects will play an important role in setting our community up for future growth.

We'll have a regional aquatic facility capable of attracting major sporting events, a regional organic processing plant turning waste into compost and improved road infrastructure and Central Business District.

Cruse Street is a project I'm especially excited about as it will open up Wangaratta's North West growth corridor, which will be home to 5000 new residents.

Council is also taking action to open up industrial land, with the Murrell Street subdivision providing more opportunities for businesses to expand or move to Wangaratta.

All this infrastructure is giving us a platform for real growth, and we intend to capitalise on this.

Beginning this year, Councillors have supported the drafting of a Brand Strategy focused on attracting more tourists, new residents and new businesses.

The aim of the Brand Strategy is to explore and develop better ways to promote the Rural City of Wangaratta and its businesses, attractions and people.

Our region has become somewhat of a well-kept secret. Those of us who've been here a long time know what a great lifestyle we can lead and what it's like to be at the centre of such rich and diverse natural surrounds.

But it shouldn't be a secret any longer. We need a strategy in place to enable us to grow. The benefits of growth will flow to all parts of the community and I invite you all to come on this exciting journey.

**Cr Dean Rees**

*Mayor of the Rural City of Wangaratta*



## OUR COUNCILLORS

The Councillors were elected at the 2016 General Election.

Councillor Dean Rees was elected Mayor of the Rural City of Wangaratta on 26 November 2018, with Councillor Mark Currie being re-elected as Deputy Mayor.



**Mayor - Cr Dean Rees**  
*City Ward*

d.rees@wangaratta.vic.gov.au  
0429 623 141



**Deputy Mayor - Cr Mark Currie**  
*Warby Ward*

m.currie@wangaratta.vic.gov.au  
0428 431 607



**Cr Ken Clarke**  
*City Ward*

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0429 601 587



**Cr Harvey Benton**  
*North Ward*

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0429 542 928



**Cr David Fuller**  
*City Ward*

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0429 545 907



**Cr Harry Bussell**  
*South Ward*

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0429 475 863



**Cr Ashlee Fitzpatrick**  
*City Ward*

a.fitzpatrick@wangaratta.vic.gov.au  
0448 384 600

## RURAL CITY OF WANGARATTA

## CEO'S MESSAGE

We're beginning to see the hard work of the past few years come to life through our capital works program.

While the Aquatics and Organic projects have attracted the most attention, I'm particularly pleased to see the CBD Masterplan progress.

The first of these projects has been the Ovens Street revitalisation. Next in line, as detailed in this Council Plan, will be the Railway Precinct.

The CBD Masterplan received more than 900 responses when community consultation was held four years ago. The overwhelming message from this consultation was that pedestrians needed to move around more freely and safely.

To see that come to fruition will be a major positive change for our community that will also attract more investment and growth.

As our community infrastructure changes and develops, Council is also adapting to better ways of serving the community.

We want to be an organisation that is easy to do business with and that our community can be proud of.

Our Community Promise customer survey has already netted more than 1000 responses, including great suggestions on how we can improve our services to better meet customer needs.

Quicker response times to customer requests, better planning processes and more online payment options are key changes that have already happened.

This Council Plan makes it clear that mental health is a priority for Council. With our partners we have secured \$1.5m in funding towards a Headspace service to be located in Wangaratta and \$1.2m for the four year Grit and Resilience Project.

I'm also looking forward to the next steps for the Draft Brand Strategy. Significant research has gone into this strategy, surveying the perceptions of Wangaratta from within and outside of this region.

As this strategy progresses it will be important for the Wangaratta community and businesses to take ownership and become ambassadors for our region.

**Brendan McGrath**  
*Chief Executive Officer*





## OUR PEOPLE

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan.

The Corporate Management Team (CMT), consisting of the CEO and four Directors, lead the organisation. The details of the Directors who report to the CEO and subsequently the senior officers that report to the Directors are set out below.



## RURAL CITY OF WANGARATTA

# RURAL CITY OF WANGARATTA

We are the Rural City of Wangaratta, but in truth, we're so much more than that. A municipality that includes both a vibrant city and distinctive rural towns.

We're known for our waterways, our rugged beauty, surrounds of different landscapes as well as being home to some of Australia's best local produce.

Industries include transport and logistics, health services, education and government agencies, small business and a nationally significant agricultural industry.

Our community is a hub for recreational, commercial, educational, tourism and health facilities.

Families value access to childcare and kindergarten services, twenty primary schools, specialist schools and three secondary facilities. Tertiary education includes a TAFE Institute, a centre for continuing education and a campus of Charles Sturt University.

The Rural City of Wangaratta is where you can have it all. A quality lifestyle in a vibrant, safe and caring community, at a pace you can enjoy while balancing family and career aspirations. We're the Rural City of more than you can imagine, and that's what makes us a Rural City like no other.



## COUNCIL PLAN 2017-2021

## OUR COMMUNITY

29,087

OUR POPULATION 2018

49%

MALE

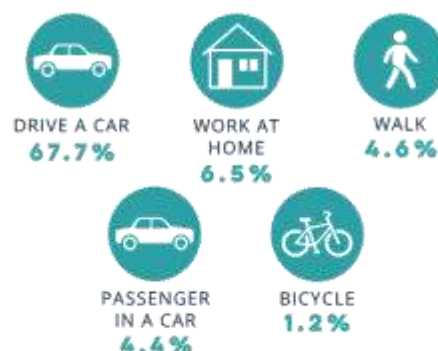
51%

FEMALE

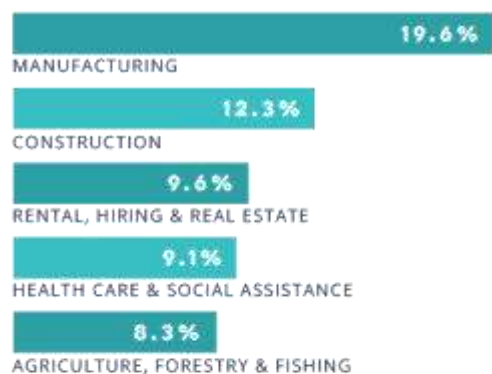
## TOP 5 INDUSTRIES OF EMPLOYMENT



## TOP 5 WAYS PEOPLE TRAVEL TO WORK



## TOP 5 INCOME GENERATORS FOR WANGARATTA\*



## TOP 5 LANGUAGES SPOKEN AT HOME

ENGLISH ONLY 88%  
 ITALIAN 1.9%  
 GERMAN 0.2%  
 MANDARIN 0.2%  
 GREEK 0.1%



25.7% Volunteer Rate

1.3% People who identify as Aboriginal or Torres Strait Islander

19.5% People with at least one parent born overseas

Statistics sourced from the Australian Bureau of Statistics website, Wangaratta LGA Region Data

\*Figures from REMPLAN Economy



RURAL CITY OF WANGARATTA



## OUR COMMUNITY PROMISE

We promise that we will work our hardest to be a team you can be proud of.

We will not settle for just being seen as the level of government closest to the community - because we see ourselves as part of the community. We will respond to the challenges that face us both as an organisation and as a community, and we will be courageous when hard decisions need to be made. We will lead when our people need us to, and we will work with others to help get the things that really matter happening. We will not be shy to celebrate our success and the success of people in our community – we are proud of what we achieve.

We may not always be able to give you the answers that you want to hear but we promise we will always tell you the truth. We will take the time to talk to you, to listen to you and to help you, and we will always keep you informed of the things you need to know. We will respect the past, and the things that have come before us – whilst being excited and focused on the future. We will look after your tomorrow.

We will acknowledge and respect our position as decision makers, rule enforcers and fee collectors, but we will do so with a humble and responsible approach. We will deliver the things that remind you every day why it's great to be part of our community.

As a team we will continue to look for ways to create, to imagine and to improve. We will focus on understanding ways we can be better at what we do, easier to work with and deliver our services more efficiently. Above all we promise that we will remain driven by the desire to work with you to build an exciting, prosperous and sustainable future.

### WHAT DOES OUR PROMISE MEAN

It means that from now on we will do things better. We will think differently and approach things in a way that means we will constantly explore opportunities to improve the way we deliver services, communicate and support our community. We will always be looking for ways we can be exceptional in how we conduct our business.

It means that we will set very high standards for ourselves and how we go about doing our work. We think that the best way of seeing what we are really capable of is to set the bar incredibly high. We will hold ourselves accountable and we want you to come to expect these standards from us.

We know that to improve we need to encourage, and be responsive to, feedback. We will actively ask for ways that we can better support people, deliver projects and initiate change. To do this well, we will be clear in Our Non-Negotiables - there are things we need to do, decisions we need to make and boundaries and guidelines we have to work within. We will get better at making sure people understand what these are.

Our Community Promise also means that we have expectations of the people we will work with. We promise to be respectful and positive and we will work hard to develop relationships where this should be mutual. It's not ok with us for people to be deliberately mean, derogatory or cruel. We will not engage in conversations that are disrespectful to people in our organisation or our community. We believe that as a community the best way we can achieve an exciting future is to support, encourage and celebrate each other.

We know we have some work to do. This Community Promise is an enormous commitment and whilst we are excited to achieve it we are also aware that we need to start making change. You will notice this change, experience our new way of doing things and begin to see us differently.

## RURAL CITY OF WANGARATTA

# OUR PROMISE COMMITMENTS

## WE WILL COMMUNICATE

- We will be honest – we will tell you the truth even if we know it's not what you want to hear
- We will be transparent and forthcoming with information
- We will be consistent – you will get the same message from us regardless of who tells it
- We will make sense and communicate in a way that is clear and easy to understand
- We will communicate in a way that suits you – not just us

## WE WILL INVOLVE

- We will be respectful of everyone – you all have the right to participate in conversations with us
- We will be clear about what is possible and what is not – you will know the boundaries of what we do and what we can deliver
- We will encourage everyone to tell us their views – even if you don't agree with a decision we have made or a project we are delivering
- We will talk to you about the things that matter, decisions that will affect you, and changes that may happen
- We will give you a reason to involve yourself in our projects, discussions and plans – you will see how working with us can help benefit the way you live and how our community develops

## WE WILL BE EXTRAORDINARY

- We will always look for ways to improve – we will research, explore and review to make sure we are always getting better at what we do
- We will empower our team and the people we work with
- We will put people at the centre of how we make decisions and how we deliver projects and services
- We will learn from our mistakes – we will acknowledge and be accountable, and seek ways to make sure they don't happen again
- We will lead the way in innovation and creativity – we will be brave to try new things and be leaders in our community and our industry
- We will go out of our way to make your day – we will always be friendly, helpful and respectful

## WE WILL PLAN AND DECIDE

- We will be thorough and considerate in how we make decisions – we will look at all the information and make sure we understand the options, impacts and potential outcomes
- We will make the tough decisions. We will proactively deal with issues, challenges and priorities as they arise – regardless of their difficulty or complexity
- We will tell you the reasons why we have made decisions and the information we have based them on – we won't have secrets. We know that we are here to make decisions that affect people's lives and the long term development of our community and we take that responsibility very seriously
- We will be visionary and yet respect the past – we strongly believe that our community has an amazing future and we will make decisions to reflect that, but we value and appreciate the great work that has happened to this point

**COUNCIL PLAN 2017-2021****WE WILL RESPOND**

- We will set standards for responding to you – whether it is in person, on the phone, via email or post and we will consistently meet those standards. Getting back to you is a priority
  - If you ask us a question we will answer you – in a way that is clear, honest and thorough. You will walk away understanding what we said
  - We will respond appropriately on behalf of you, our community. We believe passionately in the future and integrity of our community and we will be active in protecting our reputation
  - We will respond to the challenges that face our organisation and community in innovative and effective ways. We will partner, collaborate and advocate to make sure that we all have a sustainable and vibrant future
  - We will respond to opportunities with vigour to make sure our community receives all the attention and resources available
- .....

**OUR VALUES****LEADERSHIP**

Council will exercise diligence in decision-making and good governance and accept responsibility for the consequences of those actions taken with appropriate accountability

**ENGAGEMENT**

Council will actively and openly participate in consultation and strive to achieve effective governance and the best outcome for the community

**RESPECT**

Council will value the contribution and individuality of others and aim to achieve an honest and healthy working relationship with all citizens

**PROGRESSION**

Council will achieve continuous improvement in performance and the highest standards and outcomes for the Rural City of Wangaratta



## RURAL CITY OF WANGARATTA

## OUR VISION

*Our community is connected, sustainable and contemporary.  
We are the place where good things grow.*

## RURAL CITY OF WANGARATTA

In 2028: Whether you stay for a day or a lifetime, it feels like home. We have the mix right - between safety and excitement, growth and certainty, rural and urban. Here, you know that there are opportunities that you can't find anywhere else. There are jobs, neighbourhoods, schools and services that ensure that everyone can build a healthy and fulfilling life for themselves and their family.

Through responsible and informed planning we have built a community that protects our environment and showcases our natural beauty to its greatest potential. We have built roads that weave together to become neighbourhoods that are home to families who feel connected to the people and places around them. Through our focus on the future we have been prepared for the challenges that have faced our community – we have grown stronger by adapting to a changing economy, we have built and maintained our infrastructure for coming generations, and we have positioned ourselves to be a destination that welcomes and attracts people from all over the world.

Our economy is stronger than ever. From agriculture to tourism, health to education, we have focused on building resilience and diversity, and achieving a prosperity that has benefitted all our residents.

We have become a resourceful and vibrant regional centre.

We are a creative community and you experience this in all corners of the municipality. On our streets, at our events and in our facilities - the culture and creativity of our community is evident. The connection and partnership between our City and our rural townships is part of our strength. Our diversity – in our people, our environment and our economy – has created opportunities that continue to be celebrated and recognised.

We are strong and adaptable with a spirit that embraces both our challenges and our opportunities. Whoever you are, and wherever you have come from, this is where you want to be.

## OUR PRINCIPLES FOR DECISION MAKING

- We will look after our most vulnerable and disadvantaged
- We will be an organisation that is easy to do business with
- We will be innovative and flexible in our approach to the challenges that face our organisation and our community
- We will focus on population growth that supports a sustainable future
- We will recognise that a strong economy is driven from a strong and diverse community
- We will maintain our infrastructure for future generations
- We will be courageous and always think of the future
- We will ensure our rural communities and districts are supported

## OUR PRIORITIES

- We will facilitate the establishment of new industry and support and recognise the growth of our existing businesses
- We will open up residential and commercial land opportunities to create neighbourhoods and industries that enable population growth
- We will promote and develop our tourism offering and grow our visitation rates
- We will strengthen our unique identity and help drive this growth in the economy, population and in tourism through the implementation of a powerful Marketing & Branding Strategy
- We will build a thorough understanding of the needs and priorities of our rural community and deliver on these

## COUNCIL PLAN 2017-2021

- We will create a vibrant and bustling CBD by delivering projects that achieve significant social, cultural and economic benefits for all our residents
- We will define a robust long term financial plan and asset renewal plan that ensure we allocate the appropriate investment needed to maintain and protect our buildings and infrastructure for future generations
- We will expand our portfolio of showcase events to provide connection for our local community, and attract visitors to our municipality
- We will deliver our aquatics strategy
- We will continue to look for opportunities to expand education within the municipality
- We will focus on protecting the mental health of our community by building strong relationships and advocating for the needs of service providers and our community
- We will advocate to raise awareness, financial and political support to progress a number of initiatives including: an improved rail service; support for regional producers; the telling of the iconic Ned Kelly story; and funding for local roads

## OUR PLAN

As your Council we have a diverse role in how we support, provide for and protect our community. Roads, waste collection and legislation are a key foundation for Council - but we also do more. Whilst we work closely with other levels of government, we are much more than an advocacy group. It is our job to understand the needs and priorities of our community and we focus on achieving them today, and for our future. The pillars are our goals. The outcomes we are working, in partnership, to achieve with our community.

### THE PILLARS



**RURAL CITY OF WANGARATTA**

# HOW WE DELIVER WHAT'S IMPORTANT

## UNDER EACH OF THE PILLARS WE HAVE CONSIDERED THE FOLLOWING:

### OUR STRATEGIC OBJECTIVES

These are the outcomes that we hope our work will achieve over the life of the Council Plan.

### WHAT YOU WILL SEE IN 2019/2020

These are the major actions and initiatives that you will see us implement during the 2019/2020 financial year. They have been budgeted for, and we have prepared the resources to achieve them. These are the things that will help us reach our strategic objectives.

### OUR TARGETS

They measure our progress against what is important and allow both ourselves and everyone in our community to understand the impact our actions are having. The targets are linked to Our Strategic Objectives.

### OUR NON-NEGOTIABLES

These are the things that we know we must achieve. We know because our community has told us these things are vital, because the law requires them of us, or because we understand the impact these matters have on our quality of life. Our Non-Negotiables tend to be longer-term priorities for us, they are the things that will be important to consider and focus on for longer than just the life of this plan.

### WHAT WE WILL DO EVERY DAY

There are many things that we do as part of our every day work that contribute to the health, wellbeing and sustainability of our municipality. These actions are important, they are the things that people in our community and our visitors will see and experience.

### WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE

As part of our role we are continually working to understand and advocate for the needs of our community. We seek to work with our community, our partners and our stakeholders to understand the things that matter, and to remain on top of the things that need our attention and support. We utilise our position to help ensure that other levels of government, service providers, organisations and businesses are aware of what our community needs.

A core part of our responsibility is to make decisions that impact our community and the region. Decisions we make can relate to the now, but they can also have wide reaching impacts on future generations. Many of the decisions we are required to make are complex, and require the careful consideration of legislation and financial implications, as well as the social, economic, cultural and environmental needs of our community.



## COUNCIL PLAN 2017-2021

**WE CREATE AND DELIVER**

There are many elements of what we do that relate to the creation and maintenance of projects, facilities and assets in our communities. From constructed assets such as roads and footpaths, to events that bring us all together, Council has an integral role in delivering the things that make our community a safe, connected and enjoyable place to live and visit.

**WE FOCUS ON OUR BUSINESS**

We know that to be great at what we do, we need to have an efficient, effective and sustainable business. This is why we focus on making sure that we are developing our team, continually reviewing our services and planning for our future.

**THE FINE PRINT**

These are the plans and documents that guide our organisation and give direction to the work we do. They are the context to how we make decisions, allocate resources and implement projects. Many of them have a life that is longer than this plan.

**WHO ARE WE?**

Throughout this document we refer to Council as 'we'. When we say this we mean the collective of Councillors and Council officers. We all have different roles and responsibilities but together we are focused on delivering the outcomes articulated within this Council Plan.



RURAL CITY OF WANGARATTA



# WE ARE THRIVING

## OUR STRATEGIC OBJECTIVE

As a community we have access to the services and facilities we need to keep us healthy. We can move around and be active, get medical attention and join in social, cultural and recreational activities with our friends and family.

## WHAT YOU WILL SEE IN 2019/2020

- Wangaratta Indoor Sports and Aquatics Centre Delivery
- HP Barr Reserve Oval 2 - Drainage and restoration works
- Delivery of Glenrowan Recreation Reserve upgrade project
- Implementation of the Waste Management Strategy (WMS)
- Mental Health and Family Violence Program
- North and South Wangaratta Reserve Lighting Upgrade
- WJ Findlay Oval Lighting Upgrade
- Senior Citizens Centre - Feasibility Study
- Implementation of Play Space Strategy - Year 2
- Mitchell Avenue Children's Garden Construction

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of children enrolled to participate in Maternal and Child Health Service	LGPRF	95%
Cost of Maternal and Child Health Service per hour of service delivered	LGPRF	\$67.00
Percentage of children receiving immunisation in accordance with the Victorian Immunisation Schedule	Council	95%
Number of Home Care Clients	Council	1,400 clients
Number of visits to aquatic facility per head of population	LGPRF	5 Visits
Council performance on recreational facilities (Community Satisfaction Survey)	Council	Score of 71 or above
Percentage of Class 1 and 2 food premises that receive an annual food safety assessment	Council	90%

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our urban and rural townships are safe and equitable. Everyone can participate and contribute
- Our families can access affordable and high quality services for their children. As a community we take responsibility for the health, happiness and development of our children
- Our most vulnerable – including older people, people with mental health challenges, and people with a disability – receive the services and support they need. We make sure they are cared for and included
- Our community can access recreation facilities and programs. We can all lead an active and healthy lifestyle
- Our health, and the health of those visiting is protected

**WHAT WE DO EVERY DAY**

- We work with service providers to ensure that the health of our community is considered in local service provision
- We care for, and engage our children and their families at the Wangaratta Children's Services Centre
- We vaccinate people of all ages to protect against illness and disease
- We work with our communities to understand their risks, and resources before, during and after emergencies, disasters and disruptions
- We lead in our approach to ensuring meaningful and genuine gender equity, protection and fairness in our organisation and our interactions

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- To ensure that the health and social needs of our community are understood and considered
- In partnership with the right organisations we will make sure that everyone feels safe in their own homes, in their streets and in their communities
- To ensure we are responding to the current and future recreational needs of our community and creating sustainable and quality recreation reserves throughout our municipality
- To make sure our services are responsive and adaptable to the changing needs and profile of our community
- To improve access to mental health services and resources within our community

**WE WILL CREATE AND DELIVER**

- Exceptional services and programs that help our families and children to be healthy, happy and connected
- Programs and partnerships that support our older people to have independence in their choices, and access to the services and resources that they need
- Exciting and evolving play spaces in our city and rural areas that create opportunities for children, young people and families to explore and interact
- Fun and accessible aquatic facilities that are developed to meet the long term needs of our community – through the implementation of the Wangaratta Aquatic Plan
- Open spaces and reserves that allow everyone to enjoy our beautiful location and environment
- A community grants program that supports the future of local community groups and organisations
- We will support the longevity of the Men's Shed

**COUNCIL PLAN 2017-2021****WE WILL FOCUS ON OUR BUSINESS**

- By making sure that all our teams work together to plan, develop and deliver innovative projects that enhance the health and wellbeing of our community
- By making it easy for people to volunteer in our community by connecting people, promoting opportunities and celebrating the brilliant contributions our volunteers make

**THE FINE PRINT**

- The 2030 Community Vision
- Open Space and Recreation Strategy
- Playspace Strategy
- Rural City of Wangaratta Aquatic Plan for the future (April 2015)
- Rural Place Making District Plans
- Municipal Public Health and Wellbeing Plan

## RURAL CITY OF WANGARATTA

# WE ARE GROWING

## OUR STRATEGIC OBJECTIVE

Our economy and community are growing because we offer exciting opportunities and potential. We have a strong economic development strategy and continue to attract new businesses, residents and visitors to the region.

## WHAT YOU WILL SEE IN 2019/2020

- Progression of Draft Brand Strategy
- Wangaratta Aerodrome Infrastructure Development
- Develop Growth Area Infrastructure
- Participation in Tourism North East (TNE) programs
- Business Development and Support Programs
- Tourism Marketing Campaign

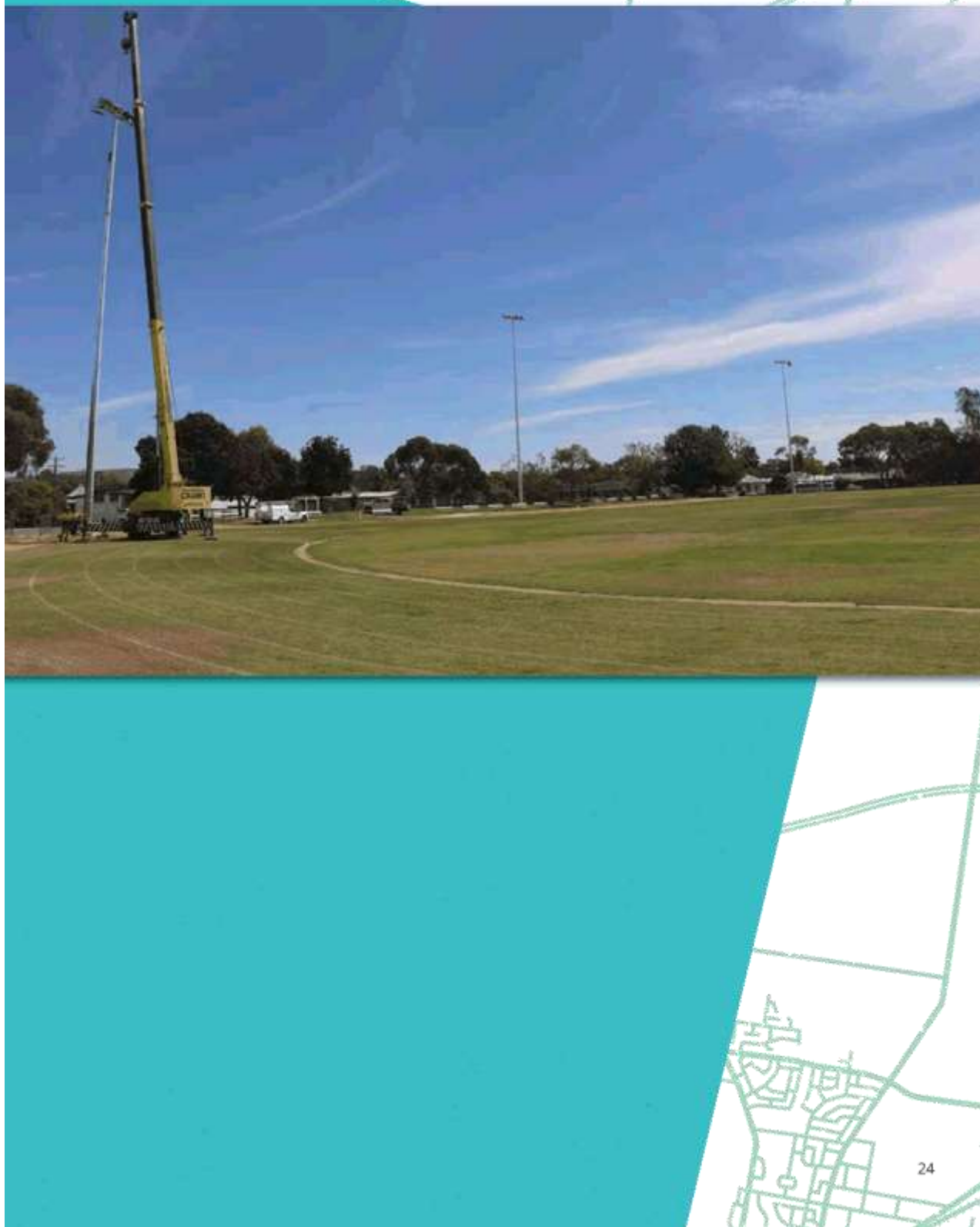
## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of planning application decisions made within required timeframes	LGPRF	82%
Median number of processing days taken between receipt of planning application and a decision	LGPRF	55 Days
Council performance on planning and building permits (Community Satisfaction Survey)	Council	Score of 57 or above
Number of new housing lots released in municipality	Council	150
Number of building permits for new dwellings issued within municipality	Council	150
Council performance on business, community development and tourism (Community Satisfaction Survey)	Council	Score of 61 or above
Percentage change in Followers of Visit Wangaratta Facebook and Instagram pages	Council	5% increase on 2018/2019 Followers
Number of cattle throughput at the Wangaratta Livestock Exchange	Council	38,000 Cattle
Wangaratta Livestock Exchange Year 2 full-year financial position	Council	Breakeven
Percentage change in Cycle Tourism along Rail Trail	Council	5% increase on 2018/2019 Rail Trail usage

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.



COUNCIL PLAN 2017-2021



**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our rural communities are supported and recognised as significant contributors to the economic and social character of the municipality
- We encourage considered investment in the development of new, and the growth of our existing, industries and businesses
- The expansion of our new and established neighbourhoods happens with integrity and strategic direction
- Our residential, rural, commercial and industrial land is thoughtfully and appropriately protected, planned and developed
- Our tourism industry is promoted, valued and vibrant
- We value the infrastructure needed to support the growth of key economic sectors, such as agriculture, retail and transport
- Our saleyards are managed in an appropriate structure to ensure business growth and longevity

**WHAT WE DO EVERY DAY**

- We work closely with partners and tourism operators to understand and support our unique tourism product
- We develop partnerships that benefit the position of our local economy
- We ensure new developments comply with legislation and the needs and characteristics of our community
- We plan, build and maintain infrastructure that supports all forms of economic growth
- We ensure that land is used and developed in a manner that is economically, socially and environmentally responsible

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For the provision and growth of locally available higher education opportunities through Charles Sturt University, Goulburn Ovens Institute of TAFE and other providers
- For the appropriate development of all areas including the former Ovens College Site to create precincts that have strong community benefit
- To advance the opportunities and potential of our agricultural communities and industries
- To promote regional cycle tourism for the benefit of our community and the local economy
- For the investment of new business development within the municipality
- To support our existing industry sector to innovate, adapt and grow
- To ensure we have sufficient available and serviced industrial land to attract new businesses and advance employment opportunities
- To encourage growth in Wangaratta's CBD and establish it as a regional business and retail centre
- To facilitate considered planning and development in line with long term strategic objectives for the sustainability of our community and environment
- To provide for attractive long term residential growth opportunities
- To ensure we contribute to the balance between environmental sustainability, development and risk, particularly in relation to flood and fire risk for our communities
- To create a natural space that is safe and attractive for water activities

**COUNCIL PLAN 2017-2021****WE WILL CREATE AND DELIVER**

- Collateral that promotes the unique characteristics and position of the municipality for investment
- Tourism products and experiences that build our attraction to visitors
- Innovative and flexible visitor services that respond to the changing expectations of people visiting our region
- Marketing campaigns that attract new residents and clearly positions Wangaratta as a great place to live and work
- Programs and training that support our local businesses and attract people to the CBD

**WE WILL FOCUS ON OUR BUSINESS**

- Ensuring we are responsive, clear and active in the development of our municipality
- To ensure that we understand and plan for the long term opportunities, challenges and priorities that face our growth potential

**THE FINE PRINT**

- Tourism and Economic Development Strategy
- Cycle Tourism Strategy
- South Wangaratta Urban Renewal Strategy
- Wangaratta Planning Scheme (including the Municipal Strategic Statement)
- Residential growth area planning - North West and South
- Central Activities Area plan
- Township Development Plans - Glenrowan, Milawa, Oxley
- Waldara Low Density Precinct plan
- The Wangaratta Project - CBD Masterplan
- Rural Place Making - District Plans



## RURAL CITY OF WANGARATTA

# WE ARE ESTABLISHED

## OUR STRATEGIC OBJECTIVE

Our community has developed to make sure that we can connect and interact with each other– by our road network and pathways, in accessible community spaces that provide activity and purpose, through effective telecommunications networks and within community facilities that are well maintained and activated.

## WHAT YOU WILL SEE IN 2019/2020

- Railway Precinct Redevelopment
- Cruse Street Program of Works - Stage 2
- Delivery of our asset renewal program 2019/2020
- Progression of major projects from The Wangaratta Project in line with successful funding provision and Council's priorities
- Implementation of Rural Placemaking Projects as identified within district plans
- Preparation of municipality-wide walking and cycling strategy
- Design and planning completed for Waldara Drainage Scheme
- Annual Gravel Re-sheeting and Resealing Programs
- Drainage and upgrade of Lindner Road - Design and Land Acquisition
- Council Asset Data, Condition and Renewal Policy Development - Buildings and Systems

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Council performance on the condition of local streets and footpaths in your area	LGPRF	Score of 60 or above
Community satisfaction with sealed roads	LGPRF	Score of 58 or above
Council performance on the maintenance of unsealed roads in your area (Community Satisfaction Survey)	Council	Score of 52 or above
Council overall performance (Community Satisfaction Survey)	Council	Score of 60 or above
Value of infrastructure per head of municipal population	Council	\$18,000
Annual Asset Renewal Gap	Council	Zero Asset Renewal Gap

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

COUNCIL PLAN 2017-2021



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**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our infrastructure is developed and maintained based on what we understand is important to the people who live, work and visit here
- We will achieve a 90% annual completion rate for our capital project delivery
- We will achieve 25% completion of strategic actions within the Asset Management strategy annually
- Our road network is monitored to meet the current and future needs of our community and our industries
- We will meet 100% compliance with scheduled road inspections
- We will meet 90% compliance with road defect rectification
- Our infrastructure provides community links to recreational, business, services, social and cultural spaces

**WHAT WE DO EVERY DAY**

- We inspect and maintain sealed roads, unsealed roads, shared paths and footpaths to ensure that they are maintained in a safe and sustainable condition
- We look after and invest in our assets including bridges, major culverts, and drains
- We respond to the requests of our community to ensure our infrastructure is safe and well maintained

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For a local and regional rail system that is reliable, more frequent and fast
- With regional partners to identify and address public and community transport gaps
- On behalf of our groups and committees to ensure that they have the resources and knowledge to do the things they need to do
- To negotiate with the State Government regarding responsibilities and obligations associated with the management and maintenance of the Wangaratta flood protection system including the urban levee system
- For the equitable roll out of the National Broadband Network throughout our municipality
- By aligning with groups that consider the future and advocate for the region
- By understanding the unique needs, challenges and priorities of our rural communities through the implementation of the Rural Community Planning project
- To address traffic, parking and pedestrian challenges to create communities that are safe, easy to navigate and accessible
- To facilitate drainage and road infrastructure to support future growth plans
- To develop options for overcoming drainage deficiencies within rural and urban areas
- To address the management of domestic waste water and storm water, including reuse opportunities

**COUNCIL PLAN 2017-2021****WE WILL CREATE AND DELIVER**

- A city centre that is unique, diverse and active
- Our freight strategy that positions our city as a major commercial and industrial centre whilst protecting our neighbourhoods and environment
- Quality and accessible pathways, cycling and walking tracks that build local and regional connections
- Timely and appropriate infrastructure to support our growth areas

**WE WILL FOCUS ON OUR BUSINESS**

- To maximise the use of technology to enhance the connection, capacity and pace of our business in response to asset needs
- By enhancing the way we plan and deliver infrastructure projects

**THE FINE PRINT**

- Wangaratta Project - CBD Masterplan
- Road Management Plan
- Freight Strategy
- Asset Management Policy, Asset Management Strategy, and Asset Management Plan
- Road Management Plan
- Roadside Conservation Management Strategy
- Rural City of Wangaratta Sustainable Water Use Plan
- Wangaratta Urban Waterway Action Plan
- Tree Management Strategy
- Merriwa and Kaluna Parks Masterplan



RURAL CITY OF WANGARATTA



# WE ARE INSPIRED

## OUR STRATEGIC OBJECTIVE

As a community we have opportunities for everyone to embrace the arts, to attend vibrant and exciting events, and to experience a community that is creative and evolving. It is easy for everyone to volunteer, to talk about the things that matter, to be involved and understand the way decisions are made, and to celebrate our stories and heritage.

## WHAT YOU WILL SEE IN 2019/2020

- Wangaratta Performing Arts and Convention Centre Services Feasibility Study
- Art Gallery Feasibility Study Outcomes
- Library Self Service, security and stock control through RFID Technology
- Wangaratta Parklands Precinct Master Plan
- Development of enabling frameworks for project management, change management and innovation
- Investigate lighting treatments within CBD precinct as an extension to the Christmas Decoration Project
- Venue Management Software to streamline booking systems – Implementation

Strategic Indicator/Measure	Origin	Target 2019/2020
Council performance on consultation and engagement (Community Satisfaction Survey)	LGPRF	Score of 56 or above
Council performance in making decisions in the interest of the community (Community Satisfaction Survey)	LGPRF	Score of 52 or above
Council performance on informing the community (Community Satisfaction Survey)	Council	Score of 63 or above
Council performance on community and cultural activities (Community Satisfaction Survey)	Council	Score of 70 or above
Percentage of municipal population that are active library users	LGPRF	17%
Number of events held at the Wangaratta Library (excluding regular programs)	Council	60 Events
Number of tickets sold through the Wangaratta Performing Arts and Convention Centre	Council	22,100
Number of conferences and conventions at the Performing Arts and Convention Centre	Council	195 conferences and/or conventions
Number of attendees at the Wangaratta Art Gallery	Council	40,000
Number of events held at the Wangaratta Art Gallery	Council	32 Events
Average number of days to close a Customer Request	Council	14 Days
Percentage of Customer Requests overdue by more than 60 days	Council	10%

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

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**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our commitment to communicate and engage with our community about local decision making in a way that is clear, accessible and easy to understand
- Our community is given opportunities for everyone to participate and contribute to social, economic and cultural life
- Our identity, cultures and the heritage of our community is protected

**WHAT WE DO EVERYDAY**

- We talk to, inform and engage with the people who live, work and visit in our community
- We acknowledge and recognise the diversity of our municipality and our landscape
- We showcase inspiring and thought provoking visual arts at the Wangaratta Gallery
- We deliver a vibrant performing arts program through the Wangaratta Performing Arts Centre
- We provide contemporary library services that meet the needs of people of all ages
- We celebrate our diverse cultural heritage and the history of our place and people

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- By acknowledging our municipality as both rural and urban and developing a new vision together that reflects our future
- For our community to have access to quality and exciting arts and cultural experiences
- For the representation of our cultural heritage and story
- That build a unique creative hub in the centre of the city through the delivery of exciting spaces, engaging programs and opportunities for all our residents, community members and visitors
- We will develop a plan for the future use of the Ovens College site
- We will work with the senior community to develop a plan for the provision of a community centre that meets their needs into the future

**WE WILL CREATE AND DELIVER**

- Engaging public art that helps to make our city and rural communities more vibrant
- An events strategy that delivers and supports a range of events throughout the municipality
- Projects in partnership with our indigenous and cultural groups to celebrate the diversity and history of our region
- The Community Leadership program to facilitate leadership, civic participation and active engagement in community priorities

**WE WILL FOCUS ON OUR BUSINESS**

- To make sure that our Performing Arts Centre and Art Gallery offer diverse events
- Ensuring access opportunities for all residents by holding a minimum of four council meetings in rural communities

**THE FINE PRINT**

- Our Community Promise
- Events Strategy
- Economic Development Strategy



COUNCIL PLAN 2017-2021





## RURAL CITY OF WANGARATTA

# WE ARE SUSTAINABLE

## OUR STRATEGIC OBJECTIVE

To ensure our long term viability and capacity to deliver quality services and infrastructure, we continue to meet the changing and complex challenges that face us. We focus on how we can do things better, improve our environmental and economic impact, and create lasting benefits for our community and future generations.

## WHAT YOU WILL SEE IN 2019/2020

- Organics Processing Plant Completion
- Rural Townships Organics Roll Out
- Gun Club Rehabilitation
- Deliver our roadside weed management weed spraying program
- Improved employee experience and performance through enhanced on-boarding and talent management
- Business Intelligence - agile reporting to support business decisions
- Online lodgement and payment of permits, animal renewals and infringements
- Comprehensive service planning framework
- Domestic Waste Water Management
- ICT Strategy Implementation - Commencement
- Environmental Sustainable Strategy 2014 - Review and update

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of kerbside collection waste diverted from landfill	LGPRF	61% or more
Council performance on waste management (Community Satisfaction Survey)	Council	Score of 70 or above
Percentage change in emissions from Council owned buildings, street lighting & fuel/vehicle use	Council	3% decrease on 2018/2019 Emissions
Council performance on environmental sustainability (Community Satisfaction Survey)	Council	Score of 68 or above
Cost of animal management services per registered animal	LGPRF	\$91.00
Percentage of Council decisions made at meetings closed to the public	LGPRF	4%
Council performance on lobbying on behalf of the community (Community Satisfaction Survey)	Council	Score of 55 or above
Number of native plants planted in the Municipality as part of the Greening Wangaratta Program	Council	7,000 Native Plants

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

**COUNCIL PLAN 2017-2021****OUR NON-NEGOTIABLES**

- Our team will make the best and most efficient use of Council's resources
- We will achieve an annual ratio of interest bearing loans and borrowings to rate revenue of less than 70%
- We will achieve an annual adjusted underlying surplus (or deficit) result of breakeven or better
- Our buildings, facilities and assets will be utilised in an efficient and equitable way
- Our legislative, governance and compliance requirements will be met
- We will receive an unqualified financial audit report every year
- Asset management systems are maintained
- Our protection of the environment underpins our development, projects and decisions
- Our community and recreation facilities are well maintained

**WHAT WE DO EVERYDAY**

- We consistently focus on the achievement of the operational parameters framed in the annual budget
- Through the Our Future Project ensure our workforce systems and processes are efficient and effective
- We maintain our parks and gardens, reserves and open spaces to ensure the safety and enjoyment of our people, and the protection of our spaces
- We inspect food venues and businesses to make sure we protect our community's health
- We strive to reduce our energy consumption
- We ensure we are prepared for emergency response and recovery
- We provide a robust and transparent governance framework
- We service our community by managing our waste and recycling streams
- We are committed to facilitating community resilience

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For the needs of the region by actively participating in the Hume Regional Partnerships initiative
- For a regional approach to waste management that has economic and environmental benefits
- For the best options to deliver services in conjunction with our surrounding Council partners
- To assist the community to reduce their impact on the environment
- By maintaining a responsible and transparent long term financial plan
- By accurately understanding the constraints and opportunities that face our organisation, our community and our region
- By completing asset management plans to outline key elements involved in managing council assets
- To identify and promote options to maximise the use of environmentally sustainable design in new and retro fitted residential, industrial and commercial developments
- To explore the potential of supporting a sustainable enclave as a green estate
- To make sure that everything we do – from building assets to delivering events – considers the physical, social, cultural and financial needs of our community members

**RURAL CITY OF WANGARATTA**

- To ensure our risks are managed strategically and effectively
- To define and implement appropriate options to reduce our carbon footprint by 2030 in accordance with the Paris Agreement 2015

**WE WILL CREATE AND DELIVER**

- The outcomes identified in the Rural City of Wangaratta Waste Management Strategy
- Enhanced urban areas with vegetation corridors for environmental, recreational and aesthetic benefit to the community
- Opportunities that promote conservation and assistance to community groups to undertake conservation projects
- Opportunities to assist the community to adopt sustainable building and living practices and to reduce energy and water use

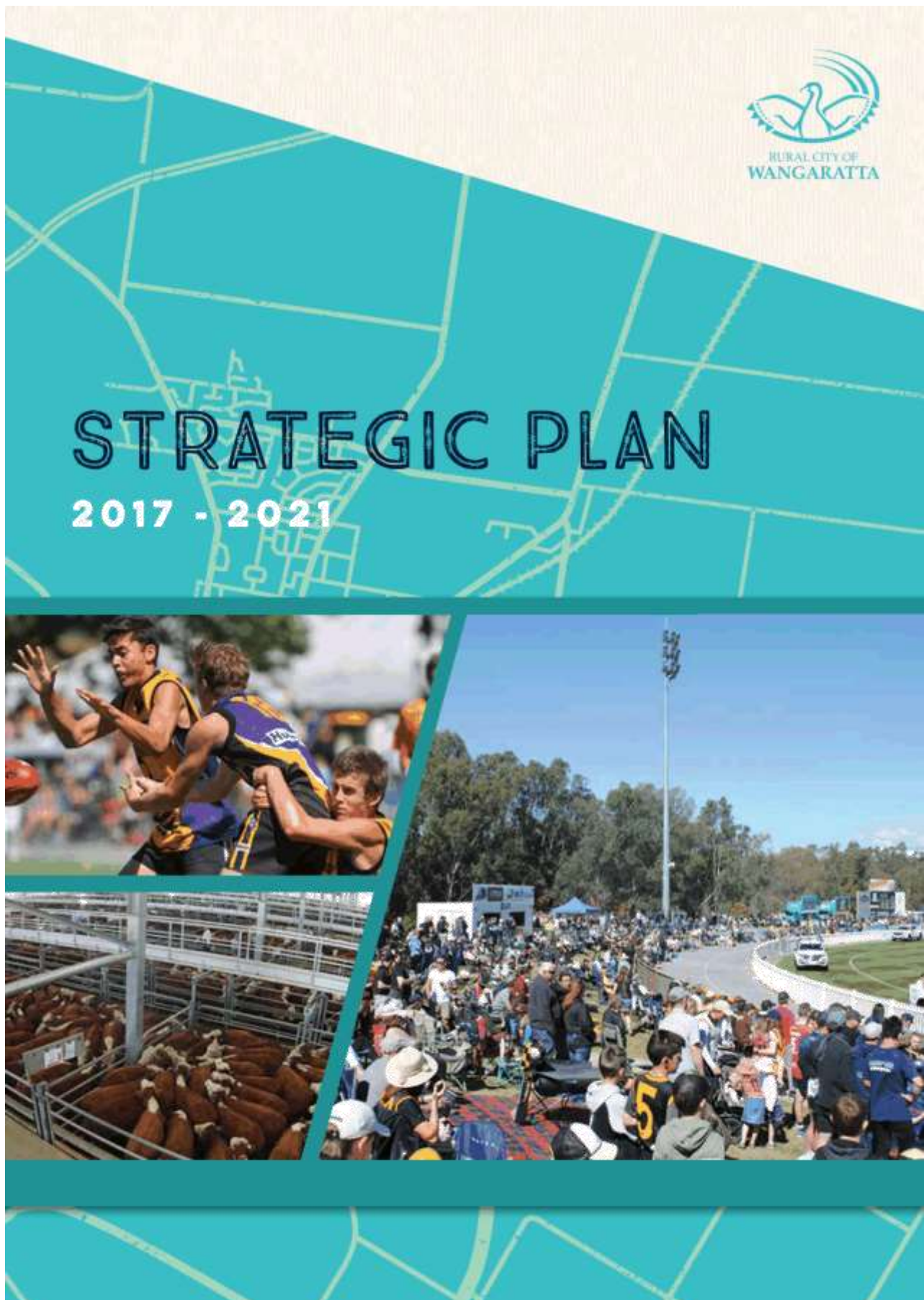
**WE WILL FOCUS ON OUR BUSINESS**

- By the implementation of the Our Future project, and the continual review of our service levels in consideration of community expectations and available resources
- By developing and implementing long term management plans, incorporating rolling capital works and cyclic maintenance programs for Council's infrastructure
- Ensuring roadsides are appropriately used while conserving natural vegetation, through the implementation of Council's Conservation Roadside Management Plan
- By embedding organisational values across all elements of our business
- By ensuring that we have the processes in place to support our community groups and committees to be viable and sustainable
- By reviewing Council's information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met
- By striving for innovative solutions to business needs through technology
- By working towards managing our risk for our community for flood, fire, and other natural disasters and impacts

**THE FINE PRINT**

- Hume Strategy for Sustainable Communities
- Rating Strategy
- Annual Budget
- Long Term Financial Plan
- Victorian Local Sustainability Accord
- Wangaratta Environmental Sustainability Strategy
- Municipal Emergency Management Plan
- Borrowings Policy and Strategy
- Waste Management Strategy
- Conservation Roadside Management Plan





## RURAL CITY OF WANGARATTA

**Comprehensive Income Statement**

For the four years ending 30 June 2023

		Forecast Actual 2018/19	Budget 2019/20	Strategic Resource Plan Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
NOTES						
<b>Income</b>						
Rates and charges	4.1.1	32,450	33,656	34,940	36,192	37,493
Statutory fees and fines	4.1.2	1,133	1,204	1,229	1,253	1,278
User fees	4.1.3	7,654	7,810	7,966	8,125	8,288
Grants - Operating	4.1.4	11,672	15,432	15,741	16,056	16,377
Grants - Capital	4.1.4	5,031	7,572	7,123	6,083	5,692
Contributions - monetary	4.1.5	613	275	2,351	1,286	10,646
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		778	819	-	-	-
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	1,878	701	1,003	919	1,005
<b>Total income</b>		<b>61,209</b>	<b>67,470</b>	<b>70,353</b>	<b>69,915</b>	<b>80,779</b>
<b>Expenses</b>						
Employee costs	4.1.7	23,345	24,163	24,591	25,025	25,465
Materials and services	4.1.8	19,718	20,058	20,397	20,673	20,845
Depreciation and amortisation	4.1.9	16,683	18,822	21,366	22,040	22,600
Bad and doubtful debts		-	-	-	-	-
Borrowing costs		371	645	954	1,116	1,134
Other expenses	4.1.10	102	104	106	108	110
<b>Total expenses</b>		<b>60,218</b>	<b>63,792</b>	<b>67,414</b>	<b>68,962</b>	<b>70,154</b>
<b>Surplus/(deficit) for the year</b>		<b>991</b>	<b>3,677</b>	<b>2,939</b>	<b>953</b>	<b>10,626</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods</b>						
(detail as appropriate)		-	-	-	-	-
<b>Total comprehensive result</b>		<b>991</b>	<b>3,677</b>	<b>2,939</b>	<b>953</b>	<b>10,626</b>

## COUNCIL PLAN 2017-2021

**Balance Sheet**

For the four years ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	NOTES			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		10,034	4,561	4,340	6,022	6,244
Trade and other receivables		3,955	3,982	4,013	4,043	4,076
Other financial assets		13,975	9,834	5,169	7,074	18,206
Inventories		1	1	1	1	1
Non-current assets classified as held for sale		1,333	-	-	-	-
Other assets		402	402	402	402	402
<b>Total current assets</b>	4.2.1	29,700	18,780	13,924	17,543	28,929
<b>Non-current assets</b>						
Trade and other receivables		17	17	17	17	17
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries						
Property, infrastructure, plant & equipment		550,294	570,485	579,156	575,169	571,974
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>	4.2.1	550,311	570,502	579,173	575,186	571,991
<b>Total assets</b>		580,011	589,282	593,098	592,729	600,920
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,444	4,919	4,174	3,293	3,337
Trust funds and deposits		1,237	1,237	1,212	1,188	1,164
Provisions		5,042	5,081	5,121	5,162	5,203
Interest-bearing liabilities	4.2.3	1,301	1,988	2,371	2,528	2,521
<b>Total current liabilities</b>	4.2.2	12,024	13,226	12,879	12,171	12,225
<b>Non-current liabilities</b>						
Provisions		15,310	14,040	12,121	11,502	11,534
Interest-bearing liabilities	4.2.3	14,101	21,097	24,239	24,244	21,724
<b>Total non-current liabilities</b>	4.2.2	29,411	35,137	36,360	35,746	33,258
<b>Total liabilities</b>		41,436	48,363	49,239	47,917	45,483
<b>Net assets</b>		538,575	540,919	543,859	544,812	555,437
<b>Equity</b>						
Accumulated surplus		175,262	176,082	178,661	180,684	189,154
Reserves		363,313	364,838	365,198	364,128	366,283
<b>Total equity</b>	4.3.1	538,575	540,919	543,859	544,812	555,437

## RURAL CITY OF WANGARATTA

### Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019 Forecast Actual</b>					
Balance at beginning of the financial year		540,040	175,550	353,030	11,460
Surplus/(deficit) for the year		991	991	-	-
Net asset revaluation increment/(decrement)		(2,455)	-	(2,455)	-
Transfers to other reserves		-	(6,812)	-	6,812
Transfers from other reserves		-	5,534	-	(5,534)
<b>Balance at end of the financial year</b>		<b>538,575</b>	<b>175,262</b>	<b>350,575</b>	<b>12,738</b>
<b>2020 Budget</b>					
Balance at beginning of the financial year		538,575	175,262	350,574	12,738
Surplus/(deficit) for the year		3,677	3,677	-	-
Net asset revaluation increment/(decrement)		(1,333)	-	(1,333)	-
Transfers to other reserves	4.3.1	-	(7,183)	-	7,183
Transfers from other reserves	4.3.1	-	4,325	-	(4,325)
<b>Balance at end of the financial year</b>	4.3.1	<b>540,919</b>	<b>176,082</b>	<b>349,241</b>	<b>15,596</b>
<b>2021</b>					
Balance at beginning of the financial year		540,919	176,082	349,242	15,596
Surplus/(deficit) for the year		2,939	2,939	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,920)	-	3,920
Transfers from other reserves		-	3,560	-	(3,560)
<b>Balance at end of the financial year</b>		<b>543,859</b>	<b>178,661</b>	<b>349,242</b>	<b>15,957</b>
<b>2022</b>					
Balance at beginning of the financial year		543,859	178,661	349,242	15,957
Surplus/(deficit) for the year		953	953	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,826)	-	3,826
Transfers from other reserves		-	4,897	-	(4,897)
<b>Balance at end of the financial year</b>		<b>544,812</b>	<b>180,684</b>	<b>349,242</b>	<b>14,886</b>
<b>2023</b>					
Balance at beginning of the financial year		544,812	180,684	349,242	14,886
Surplus/(deficit) for the year		10,626	10,626	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,738)	-	3,738
Transfers from other reserves		-	1,582	-	(1,582)
<b>Balance at end of the financial year</b>		<b>555,437</b>	<b>189,154</b>	<b>349,242</b>	<b>17,042</b>



## COUNCIL PLAN 2017-2021

**Statement of Cash Flows**

For the four years ending 30 June 2023

Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	32,559	33,628	34,910	36,161	37,461
Statutory fees and fines	1,133	1,204	1,229	1,253	1,278
User fees	7,654	7,810	7,966	8,125	8,288
Grants - operating	11,672	15,432	15,741	16,056	16,377
Grants - capital	5,031	7,572	7,123	6,083	5,692
Contributions - monetary	613	275	2,351	1,286	10,646
Interest received	-	-	288	190	262
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,878	701	715	729	744
Net GST refund / payment	-	-	-	-	-
Employee costs	(23,345)	(24,094)	(24,520)	(24,953)	(25,392)
Materials and services	(19,789)	(20,987)	(23,224)	(22,337)	(20,935)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(130)	(80)	-	-	-
<b>Net cash provided by/(used in) 4.4.1 operating activities</b>	17,276	21,462	22,580	22,594	34,421
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(34,250)	(39,690)	(30,280)	(19,281)	(19,648)
Proceeds from sale of property, infrastructure, plant and equipment	2,715	1,577	244	1,229	244
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
<b>Net cash provided by/ (used 4.4.2 in) investing activities</b>	(31,535)	(38,114)	(30,037)	(18,053)	(19,405)
<b>Cash flows from financing activities</b>					
Finance costs	(371)	(645)	(954)	(1,116)	(1,134)
Proceeds from borrowings	9,418	8,984	5,513	2,533	-
Repayment of borrowings	(2,752)	(1,301)	(1,988)	(2,371)	(2,528)
<b>Net cash provided by/(used in) 4.4.3 financing activities</b>	6,295	7,038	2,571	(954)	(3,662)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(7,964)	(9,614)	(4,886)	3,587	11,355
Cash and cash equivalents at the beginning of the financial year	31,973	24,009	14,395	9,509	13,096
<b>Cash and cash equivalents at the end of the financial year</b>	24,009	14,395	9,509	13,096	24,451

## RURAL CITY OF WANGARATTA

## Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
				2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Property</b>						
Land		-	-	-	-	-
Land improvements		-	-	2,250	1,150	450
<b>Total land</b>		-	-	2,250	1,150	450
Buildings		1,607	1,156	1,005	520	531
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
<b>Total buildings</b>		1,607	1,156	1,005	520	531
<b>Total property</b>		1,607	1,156	3,255	1,670	981
<b>Plant and equipment</b>						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		1,657	1,634	1,610	2,047	1,582
Fixtures, fittings and furniture		22	452	-	-	-
Computers and telecommunications		461	745	100	100	100
Art Collection		5	6	-	-	-
Library books		183	187	190	190	190
<b>Total plant and equipment</b>		2,328	3,024	1,900	2,337	1,872
<b>Infrastructure</b>						
Roads		19,195	8,344	16,295	13,049	10,781
Bridges		489	294	306	312	318
Footpaths and cycleways		595	731	182	201	1,425
Drainage		1,577	2,045	1,444	728	1,949
Recreational, leisure and community facilities		2,752	15,892	3,740	243	1,495
Waste management		2,871	2,796	2,200	-	-
Parks, open space and streetscapes		2,768	2,854	440	167	197
Aerodromes		16	990	-	-	-
Off street car parks		52	1,564	181	186	192
Other infrastructure		-	-	338	388	439
<b>Total infrastructure</b>		30,315	35,510	25,125	15,274	16,796
<b>Total capital works expenditure</b>	4.5.1	34,250	39,690	30,280	19,281	19,648
<b>Represented by:</b>						
New asset expenditure		19,374	20,925	16,508	8,053	8,228
Asset renewal expenditure		11,256	12,001	8,270	8,543	8,677
Asset expansion expenditure		112	-	-	-	-
Asset upgrade expenditure		3,508	6,764	5,503	2,684	2,743
<b>Total capital works expenditure</b>	4.5.1	34,250	39,690	30,280	19,281	19,648
<b>Funding sources represented by:</b>						
Grants		5,031	7,682	5,731	4,691	4,300
Contributions		613	266	281	286	292
Council cash		19,188	22,758	18,756	11,771	15,056
Borrowings		9,418	8,984	5,513	2,533	-
<b>Total capital works expenditure</b>	4.5.1	34,250	39,690	30,280	19,281	19,648

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## COUNCIL PLAN 2017-2021

**Statement of Human Resources**

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	23,345	<b>24,163</b>	24,591	25,025	25,465
Employee costs - capital	346	<b>380</b>	386	391	397
<b>Total staff expenditure</b>	<b>23,691</b>	<b>24,543</b>	<b>24,976</b>	<b>25,416</b>	<b>25,862</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	268.5	<b>276.7</b>	276.7	276.7	276.7
<b>Total staff numbers</b>	<b>268.5</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>

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

Department	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Community Wellbeing	7,871	3,656	3,751	465	-
Corporate Services	2,900	2,374	398	40	88
Development Services	3,752	3,153	273	185	141
Executive Services	1,023	718	216	28	61
Infrastructure Services	8,617	8,004	465	112	36
Total operating staff expenditure	<b>24,163</b>	17,905	5,103	830	326
Capitalised labour costs	<b>380</b>				
<b>Total expenditure</b>	<b>24,543</b>				

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

Department	Budget 2019/20	Comprises			
		Permanent Full Time	Part time	Casual	Temporary
Community Wellbeing	90.5	38.0	47.4	5.1	-
Corporate Services	31.3	23.0	5.1	0.2	3.0
Development Services	40.3	32.0	4.1	2.2	2.0
Executive Services	10.6	5.0	2.4	0.2	3.0
Infrastructure Services	104.0	97.0	5.1	0.9	1.0
Total operating staff expenditure	<b>276.7</b>	195.0	64.1	8.6	9.0
Capitalised labour costs	<b>6.3</b>				
<b>Total staff</b>	<b>283</b>				

## RURAL CITY OF WANGARATTA

**Other Information**

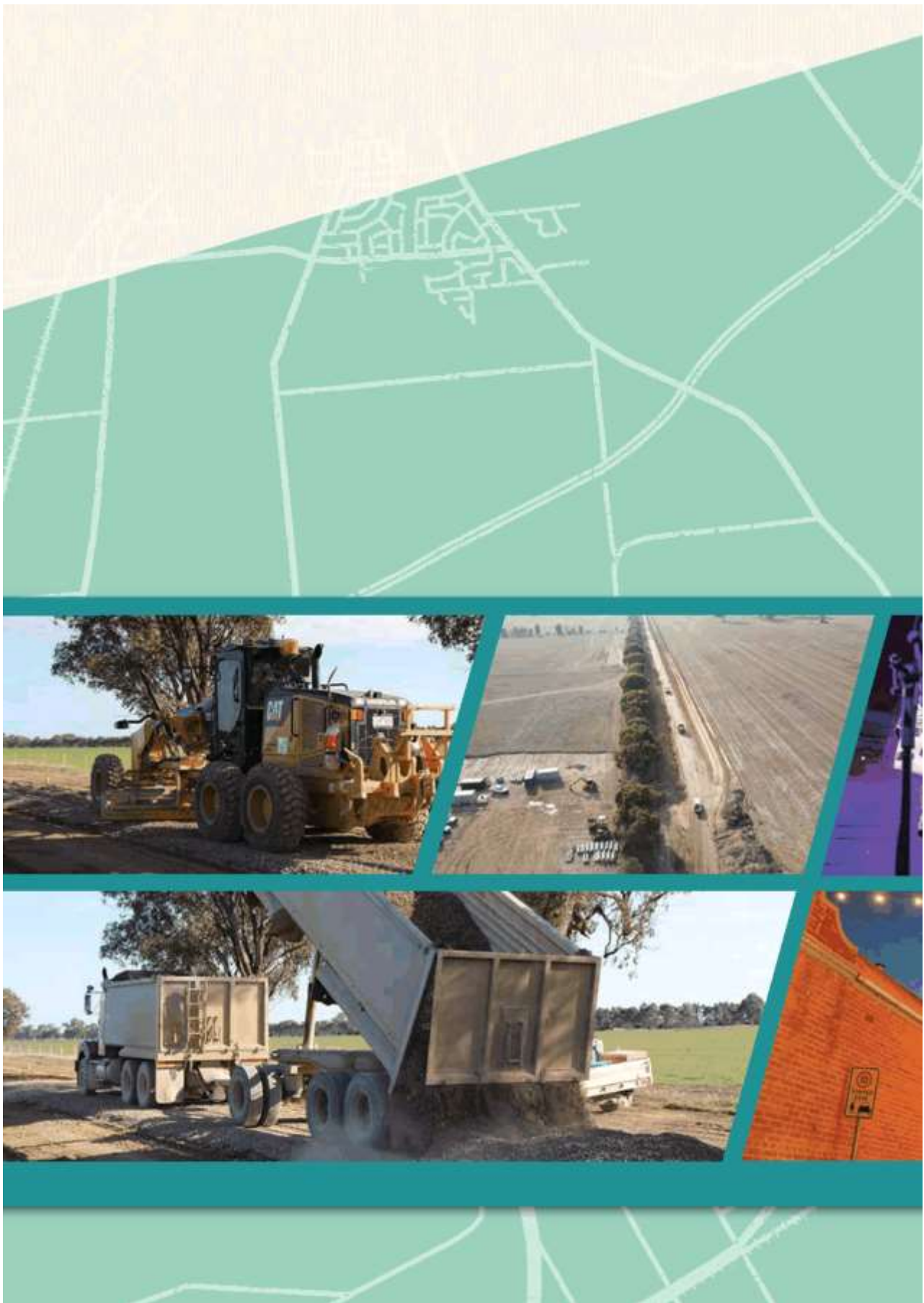
For the four years ended 30 June 2023

**Summary of planned human resources expenditure**

	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000
<b>Executive</b>				
Permanent - Full time	718	730	743	756
Permanent - Part time	216	220	224	227
Casual and temporary	89	91	92	94
<b>Total Executive</b>	<b>1,023</b>	<b>1,041</b>	<b>1,059</b>	<b>1,078</b>
<b>Corporate Services</b>				
Permanent - Full time	2,374	2,416	2,459	2,502
Permanent - Part time	398	405	412	420
Casual and temporary	128	130	132	135
<b>Total Corporate Services</b>	<b>2,900</b>	<b>2,952</b>	<b>3,004</b>	<b>3,057</b>
<b>Infrastructure Services</b>				
Permanent - Full time	8,004	8,146	8,290	8,436
Permanent - Part time	485	474	482	490
Casual and temporary	148	150	153	156
<b>Total Infrastructure Services</b>	<b>8,617</b>	<b>8,770</b>	<b>8,925</b>	<b>9,082</b>
<b>Community Wellbeing</b>				
Permanent - Full time	3,656	3,720	3,786	3,852
Permanent - Part time	3,751	3,817	3,884	3,953
Casual and temporary	485	473	481	490
<b>Total Community Wellbeing</b>	<b>7,871</b>	<b>8,010</b>	<b>8,151</b>	<b>8,295</b>
<b>Development Services</b>				
Permanent - Full time	3,153	3,208	3,265	3,322
Permanent - Part time	273	278	283	288
Casual and temporary	327	332	338	344
<b>Total Development Services</b>	<b>3,752</b>	<b>3,818</b>	<b>3,886</b>	<b>3,954</b>
<b>Total staff expenditure</b>	<b>24,163</b>	<b>24,591</b>	<b>25,025</b>	<b>25,465</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Executive</b>				
Permanent - Full time	5.00	5.00	5.00	5.00
Permanent - Part time	2.44	2.44	2.44	2.44
Casual and temporary	3.17	3.17	3.17	3.17
<b>Total Executive</b>	<b>10.61</b>	<b>10.61</b>	<b>10.61</b>	<b>10.61</b>
<b>Corporate Services</b>				
Permanent - Full time	23.00	23.00	23.00	23.00
Permanent - Part time	5.05	5.05	5.05	5.05
Casual and temporary	3.24	3.24	3.24	3.24
<b>Total Corporate Services</b>	<b>31.29</b>	<b>31.29</b>	<b>31.29</b>	<b>31.29</b>
<b>Infrastructure Services</b>				
Permanent - Full time	97.00	97.00	97.00	97.00
Permanent - Part time	5.10	5.10	5.10	5.10
Casual and temporary	1.92	1.92	1.92	1.92
<b>Total Infrastructure Services</b>	<b>104.02</b>	<b>104.02</b>	<b>104.02</b>	<b>104.02</b>
<b>Community Wellbeing</b>				
Permanent - Full time	38.00	38.00	38.00	38.00
Permanent - Part time	47.45	47.45	47.45	47.45
Casual and temporary	5.07	5.07	5.07	5.07
<b>Total Community Wellbeing</b>	<b>90.52</b>	<b>90.52</b>	<b>90.52</b>	<b>90.52</b>
<b>Development Services</b>				
Permanent - Full time	32.00	32.00	32.00	32.00
Permanent - Part time	4.07	4.07	4.07	4.07
Casual and temporary	4.22	4.22	4.22	4.22
<b>Total Development Services</b>	<b>40.29</b>	<b>40.29</b>	<b>40.29</b>	<b>40.29</b>
<b>Total staff numbers</b>	<b>276.73</b>	<b>276.73</b>	<b>276.73</b>	<b>276.73</b>

**COUNCIL PLAN 2017-2021**





## Draft 2019/20 Budget

## Submissions

## Submissions Summary (Issues and Management Comments)

[illegible]



		<p>2018/2019. This problem is now part of the extended bike path development.</p> <p>4. Proposed Hamilton Park Bike Path Development. Due to the Hamilton park Board submission this will now occur along Warby Range Rd. between Blackboy Lane and Wirrinnya Ave. The multiple drainage problems along Warby Range rd. will be solved once the bike path is created. This bike path hopefully will occur next financial year. Hamilton Park Board will make another submission to Council if we gain a meeting with those who make the budget decisions for 2019/2020.</p>	Refer above comment at point 3.	
2	<p>Submitter 2</p> <p>The submitter requested to be heard.</p>	<p>Request for Urgent Roads Works on Koorungal Park Lane and Wards Lane, Meadow Creek.</p> <p>Both roads are riddled with potholes and corrugations which consistently re-emerge within days of grading. In addition to urgent grading it was proposed one solution to the continual reemergence of corrugations, would be the sealing of the Wards Lane Koorungal Park Lane T- intersection.</p> <p>Since the on site meeting, the issue of the deterioration of the surface and the problems caused by extensive dust have worsened way beyond any expectations at the on site meeting due to a further increase of traffic related to the grape harvest and additional intensification and</p>	<p>There is no budget application for sealing unsealed roads in the 2019/20 budget. The entire sealing unsealed road program will be reviewed in 2019 with a review to better prioritising of works in 2020/21 budget.</p> <p>Both of these roads have been added to the re-sheeting program in 2019/20 and works will be completed before the start of the financial year if recourses are available.</p>	<p>Works proposed in 2019/20 budget.</p> <p>No change to budget recommended.</p>

		<p>expansion of the stock containment areas, both located at the northern end of Koorungal Park Lane.</p> <p>As a result of this expansion we are now seeking sealing of the entire length of Koorungal Park Lane.</p>		
3	Submitter 3	<p>The Spearing St. Owner's Corporation at 11-15 Spearing St. Wangaratta is pleased to see the inclusion of the "Cusack &amp; Spearing St." project of \$657,000.00 listed under 4.5.2 "Off Street Car Parks" in the Rural City of Wangaratta's 2019/20 draft budget.</p> <p>The Owner's Corporation property includes 17 units with several unit owners contributing rates over 45 years and all unit holders enduring drainage difficulties over many years.</p> <p>15mls of rain in a short time can cover the road and footpaths of Spearing St. as the gutters are the original brick type of days gone by with now some poly pipe as drainage.</p> <p>Motor vehicles of unit holders parked on the east side of the street have had to be relocated as rising water approaches entry into these cars.</p> <p>Rain of higher amounts can inundate the Spearing St. Owner's Corporation property with water lapping onto the front steps of several</p>	Supportive comment for the proposed budget project for 2019/20.	<p>Works proposed in 2019/20 budget.</p> <p>No change to budget recommended.</p>

	<p>units. Some of these units are situated 70 metres from the roadside gutters.</p> <p>After many years of representation to the RCOW, it was discovered that pipes under the railway yards had collapsed therefore preventing water flowing away, in fact backing back into the unit property.</p> <p>It can take 12 hours for rain water to dissipate. Substantial rains threaten entry to units, backing up drains and downpipes because water cannot escape.</p> <p>The SES have visited during heavy downpour periods. With water unable to escape, leaves and debris from the street results in owner's cleaning up quite a mess. The situation which occurs a few times a year of a serious nature cannot continue and places the RCOW liable if damage results as it is their drainage asset failing.</p> <p>Footpaths become hazardous and sometimes unusable for a time.</p> <p>Damage occurs to the side of the road and entry to the unit complex. We have tried to maintain the crossover from the road to the property, however water erodes the filling we have installed.</p> <p>The planned North East Health Carpark with a proposed exit running beside the joint boundary of the unit complex and out onto</p>		
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		<p>Spearing St. requires this project. Exit only onto Green St. will create traffic issues.</p> <p>The positive response and action by RCOW engineer Mr. Ben Thomas from our first meeting with him on 28* February 2018 has led to this solution and he needs to be commended for this project.</p> <p>The Spearing St. Owner's Corporation supports its approval as part of the 2019/20 budget and recommends a priority construction.</p>		
4	Submitter 4	<p>Into Our Hands Community Foundation Partnership proposal - Harnessing local generosity for future community needs.</p> <p>1 Wangaratta Philanthropy Capacity Building Investment: \$15K per year x 3 years operational support</p> <p>In return for an investment in our operations, we will focus part time in Wangaratta supporting local charitable groups and eligible non-profits to attract and leverage new philanthropic investments in their programs and projects.</p> <p><b>OUTCOMES:</b> This seeks to build local capacity for improved responses to complex issues allowing organisations to innovate, collaborate and scale up. This work will also seek to diversify certain organisations' income streams making them less reliant on council grants. The funds will allow us to increase resourcing and presence for Into Our</p>	<p>The request for a co-located work space is under consideration as the total floor plan on level 2 is currently been reviewed in respect to other staffing changes.</p> <p>An investment in the group will have a compounding positive effect on the community.</p>	<p>Council to provide a collocated work space and further investigate the long term benefits for the Wangaratta community.</p> <p>No change to budget recommended.</p>

		<p>Hands Community Foundation in the Wangaratta area, freeing up Executive Officer time for more strategic projects that deliver outcomes for the region.</p> <p>2 In kind office space/ Co-location of Into Our Hands Community Foundation at RCOW Investment: 1-2 desks for 1-2 days per week</p> <p>Currently, Into Our Hands Community Foundation staff work remotely from home. The Foundation would like to have a more visible presence in the community and with potential partners into the future to assist with profile and trust building in what we do.</p> <p><b>OUTCOMES:</b> Co-Location in council offices provides us with some professional and dedicated office space whilst linking us to Wangaratta partners and agencies that require our support to attract philanthropy investments. Our presence within RCOW offices may assist to broaden funding options for projects and support philanthropic engagement for Council on strategic projects and collaborations that have a charitable purpose. Eg Wangaratta Art Gallery, addressing disadvantage.</p> <p>3 Direct seed funding for a Fund for Wangaratta - GIVE   Wangaratta Investment: Council budget dependent (Min \$25K, Recommended \$50K once off gift)</p>		
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		<p>Partner with Into Our Hands Community Foundation, other Wangaratta partners and fundraising groups on <b>GIVE   Wangaratta</b>. Issue a challenge grant for the community to leverage and incentivise community giving to a fund for Wangaratta. For example a dollar for dollar matched grant for what the community can fundraise- up to a certain amount, (\$25k if the community raised \$25K, \$50K if the community can raise \$50K, or \$100K if community can raise \$100K).</p> <p><b>OUTCOMES:</b> Not only would this seed an endowment fund for Wangaratta and provide the start up dollars to commence a community controlled grants process in perpetuity, it would also highlight to other community groups the value of endowment and demonstrate how you can work with the Community Foundation and its mechanisms to resource local charitable needs. The outcomes would be threefold; more funds from and for the community, more understanding about local giving and what philanthropy is and more capacity to be strategic with local generosity. This is about council demonstrating what giving local could generate for the community's long term needs.</p>		
5	Submitter 5	<p>We enthusiastically support the funding of measures that will enhance our current Wangaratta Art Gallery (WAG) and will provide for the initial planning of a new Wangaratta Art Gallery.</p>	<p>This is a strong endorsement for the Draft budget 2019/2020. No further actions are required. Mention is made of future funding for the delivery of the new Art Gallery. WE need to wait for the outcome of the</p>	<p>Supportive of works proposed in 2019/20 budget.</p> <p>No change to budget recommended.</p>

		<p>1) \$40 000 will be invested in upgrading the current Wangaratta Art Gallery so it is accessible to the disabled. We support the installing of ramps, new doors and the addition other measures such as increased allocation of disability parking spaces. These modifications will considerably improve access to this important public space.</p> <p>2) As welcome as it is that these overdue improvements are being planned it is GANEAA's view that it would be even better to build a new Art Gallery in a different location in Wangaratta. Even with the proposed modifications to the existing Gallery the building has limitations that prevent Wangaratta being able to host appealing touring exhibitions, that prevent the permanent display of our own collection and precludes many types of public activities, all of which would encourage greater patronage of WAG.</p> <p>A new gallery has the potential to be far more inclusive of the wider population, it will be able to provide space for children's activities. A new building</p>	<p>Feasibility study before making a budget allocation.</p>	
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would also be able to allocate space for more comfortable chairs on which older people and disabled people will be able have moments of reprieve when their bodies are experiencing fatigue. There are many people who appreciate art yet find visiting exhibitions physically arduous

GANEAA supports the decision the current council has made to allocate funds for a feasibility study into a future location for a new purpose built Art Gallery. We note there is no funding for steps beyond this study in this budget but we hope to see provision made for the creation of design plans in coming budgets.

- 3) Our feedback thus far pertains to the public having access to art that is displayed within the walls of the current and future WAG. However we support the aspiration in The Wangaratta Project: A Masterplan for the City to enrich the streets of Wangaratta with Art and expressions of creativity.

GANEAA wishes to state our support for a proportion of the funds that will be spent enacting the Wangaratta Railway Precinct Enhancement Project to be spent on public art. It is tremendous to

		<p>have a modern approach to the upgrading of our streetscapes that recognizes how wonderful it will be to offer pedestrians opportunities to encounter sculptures and art.</p> <p>It is extremely important that council adhere to the Wangaratta Public Art Policy in its selection of art for street and outdoor locations. This policy was endorsed in 2005 and then again in 2012. GANEEA looks forward to new public art that is stimulating and of a high calibre and making this policy the standard and guide for the decision making on this matter is the best way to enact this vision.</p>		
6	Submitter 6	<p>The Spearing St. Owner's Corporation at 11-15 Spearing St. Wangaratta is pleased to see the inclusion of the "Cusack &amp; Spearing St." project of \$657,000.00 listed under 4.5.2 "Off Street Car Parks" in the Rural City of Wangaratta's 2019/20 draft budget.</p> <p>The Owner's Corporation property includes 17 units with several unit owners contributing rates over 45 years and all unit holders enduring drainage difficulties over many years.</p> <p>15mls of rain in a short time can cover the road and footpaths of Spearing St. as the gutters are the original brick type of days gone by with now some poly pipe as drainage.</p>	Supportive comment for the proposed budget project for 2019/20.	<p>Works proposed in 2019/20 budget.</p> <p>No change to budget recommended.</p>

	<p>Motor vehicles of unit holders parked on the east side of the street have had to be relocated as rising water approaches entry into these cars.</p> <p>Rain of higher amounts can inundate the Spearing St. Owner's Corporation property with water lapping onto the front steps of several units. Some of these units are situated 70 metres from the roadside gutters.</p> <p>After many years of representation to the RCOW, it was discovered that pipes under the railway yards had collapsed therefore preventing water flowing away, in fact backing back into the unit property.</p> <p>It can take 12 hours for rain water to dissipate. Substantial rains threaten entry to units, backing up drains and downpipes because water cannot escape.</p> <p>The SES have visited during heavy downpour periods. With water unable to escape, leaves and debris from the street results in owner's cleaning up quite a mess. The situation which occurs a few times a year of a serious nature cannot continue and places the RCOW liable if damage results as it is their drainage asset failing.</p> <p>Footpaths become hazardous and sometimes unusable for a time.</p> <p>Damage occurs to the side of the road and entry to the unit complex. We have tried to</p>		
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		<p>maintain the crossover from the road to the property, however water erodes the filling we have installed.</p> <p>The planned North East Health Carpark with a proposed exit running beside the joint boundary of the unit complex and out onto Spearing St. requires this project. Exit only onto Green St. will create traffic issues.</p> <p>The positive response and action by RCOW engineer Mr. Ben Thomas from our first meeting with him on 28* February 2018 has led to this solution and he needs to be commended for this project.</p> <p>The Spearing St. Owner's Corporation supports its approval as part of the 2019/20 budget and recommends a priority construction.</p>		
7	Submitter 7	<p>We would like to officially voice our strongest objection to the "re-branding" of our city by way of changing our logo.</p> <p>For a proposal to get this far, it must have been given a majority vote at council meetings. I fail to understand how anyone can be convinced that a different logo will attract more visitors, housing or investment into our fair city? Whenever Verna and I have been deciding where to travel within Australia, the very last thing we would look at is the logo of the town/city. We look for places of interest, history, shopping opportunities, facilities and amenities, and the climate at that time.</p>	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• We are lacking a coherent message and a strong identity. The purpose of the brand strategy has been to develop a high impact branding framework and targeted marketing strategy that can be utilised across all business units and across the municipality to drive a consistent and</li> </ul>	<p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to</p>

		<p>It's not a logo which will attract new visitors to Wangaratta, which has the potential to increase residency, then investment and then jobs. It's primarily the considerations I have stated above. People who can afford to get out of the cities are looking for a safe, clean, diverse and natural environment, and we have all of that now.</p> <p>We ask that council urgently reconsider this proposal as we see it as a terrible waste of money, and totally unnecessary. Please use this money elsewhere, and if attracting an increase in visitors/population is our main objective, please use our money to promote our city in other ways. Hamilton shire in Western Victoria is a fine example of how to do this.</p>	<p>innovative approach to raising our profile.</p> <ul style="list-style-type: none"> <li>• The proposed logo change is small part of this strategy.</li> <li>• The project began with perceptions base market research with focus groups in Wangaratta and in Melbourne and a number of 1:1 stakeholder interviews. More recently there have more than 300 people surveyed (locally, in rural and in Melbourne) assessing if the new strategy will have an impact on growing tourism, investment and instilling pride in our community. The results have been positive across all groups.</li> <li>• The new strategy will achieve; <ul style="list-style-type: none"> <li>○ Improved sense of pride and ownership of our local community</li> <li>○ New Business and investment</li> <li>○ Growth in visitor attraction, regionally, nationally and internationally</li> <li>○ Reinvigoration of local business confidence and growth</li> <li>○ Show Employment and Workforce Opportunities (New Residents)</li> </ul> </li> </ul>	<p>5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>
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			<ul style="list-style-type: none"> <li>○ Tourism and visitor attraction (increase overnight stays)</li> <li>• This strategy is for our municipality and will provide long term benefits that all of the community can enjoy.</li> </ul>	
8	<p>Submitter 8</p> <p>The submitter requested to be heard.</p>	<p>Request for Urgent Roads Works on Koorungal Park Lane and Wards Lane, Meadow Creek.</p> <p>Both roads are riddled with potholes and corrugations which consistently re-emerge within days of grading. In addition to urgent grading it was proposed one solution to the continual reemergence of corrugations, would be the sealing of the Wards Lane Koorungal Park Lane T- intersection.</p> <p>Since the on site meeting, the issue of the deterioration of the surface and the problems caused by extensive dust have worsened way beyond any expectations at the on site meeting due to a further increase of traffic related to the grape harvest and additional intensification and expansion of the stock containment areas, both located at the northern end of Koorungal Park Lane.</p> <p>As a result of this expansion we are now seeking sealing of the entire length of Koorungal Park Lane.</p>	<p>There is no budget application for sealing unsealed roads in the 2019/20 budget. The entire sealing unsealed road program will be reviewed in 2019 with a review to better prioritising of works in 2020/21 budget.</p> <p>Both of these roads have been added to the re-sheeting program in 2019/20 and works will be completed before the start of the financial year if recourses are available.</p>	<p>Works proposed in 2019/20 budget.</p> <p>No change to budget recommended.</p>
9	Submitter 9	Re-branding and the \$300,000 Budget allocation	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning</li> </ul>	The Draft Brand Strategy can be viewed



		<p>We are having some trouble understanding why so much effort is going into re-branding. Recent reading has allowed me to understand the City name via David Evans and other 'originals' who use the Wonga, (long necked cormorant) prefix to ratta, (the meeting of rivers). It has morphed into Wangaratta as we now know it, so be it. How do you change the logo of one's city which is representative of the first part of its actual name. Fred Dowling also spelled out the name as a part of the story of the original inhabitants, his words must resonate as a deeper history. We are of the opinion that \$300,000 could be better spent on infrastructure facilities that attract people to the city as a place to live. For example, education and health initiatives and partnerships that are going well can be enhanced. The work involved in attracting modern industries is so important, get that right and the 10,000 homes spoken of makes a lot of sense. Call us "Capital/Centre of the North - East", or some other description; we are not missing 'The Ultimate in Liveability', but definitely keep the cormorant logo.</p>	<p>and marketing our offer to potential new investors, businesses, residents and visitors.</p> <ul style="list-style-type: none"> <li>• Whilst there is great awareness about the region from local residents, there is very little awareness to what is on offer outside of the region.</li> <li>• The project actually began with perceptions base market research with focus groups in Wangaratta and in Melbourne. and a Findings from this research confirmed little awareness to the current identity, region and the many unique offerings.</li> <li>• More recently, there have more than 300 people surveyed (locally, rural and in Melbourne) assessing if the new strategy will have an impact on growing tourism, investment and instilling pride in our community. The results have been positive across all groups.</li> <li>• The branding is not changing the history or the meaning of Wangaratta, it is simply drawing inspiration from the geography and celebrating all many unique offerings that make Wangaratta a great place to vist, live and do business.</li> <li>• The branding strategy and research/consultation has cost \$139k as outlined in the current council report. There is an allocation of \$1.1m</li> </ul>	<p>in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>
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			<p>in the 19/20 budget to execute an integrated multi-channel outward facing marketing campaign with a focus on attracting tourism and investment in year 1 of the brand roll out as well council building signage, town entry signage through urban and rural areas, street sign and digital communications.</p> <ul style="list-style-type: none"> <li>We are confident that strategy will have a positive economic impact on our region and those benefits will be for everyone to enjoy.</li> </ul>	
10	Submitter 10	<p>I am thrilled that there will be \$350 000 spent on the Mitchell Avenue Children's Garden. This area has the potential to be a wonderful public green space which families living in Yarunga will get benefit from.</p> <p>I congratulate the council on it's on going commitment to the Organics Processing Plant. A great investment of \$1 409 000. This is helping not just our council make a big step forward in the reduction of waste but ultimately it will help other councils dispose of their Green waste appropriately.</p> <p>I welcome the expenditure of \$1 850 000 on the ambitious plan to remodel The Railway Precinct into a pedestrian friendly thoroughfare.</p>	<p>Supportive comments for the proposed budget projects for 2019/20.</p> <ul style="list-style-type: none"> <li>The branding strategy and research/consultation has cost \$139k as outlined in the current council report. There is an allocation of \$1.1m in the 19/20 budget to execute an integrated multi-channel outward facing marketing campaign with a focus on attracting tourism and investment in year 1 of the brand roll out as well council building signage, town entry signage through urban and rural areas, street sign and digital communications.</li> </ul>	<p>Supportive of works proposed in 2019/20 budget.</p> <p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p>

	<p>The \$40 000 allocated to upgrade the current Wangartatta Art Gallery so it is accessible to the disabled and the elderly is well overdue.</p> <p>I have these reservations and concerns about the draft budget.</p> <p>There is considerable disquiet in the community surrounding the plan to update the Wangaratta City Logo. It seems the opposition to changing the logo will be vocal. I question whether the \$300 000 allocate to a Marketing &amp; Branding Strategy will be wasted if a successful public submission process is not conducted beforehand. I suggest not putting the cart before the horse. Do the public submission period first.</p> <p>I support spending \$85 000 on Library Self-Service, Security and Stock Control. It is important that our library have the technological capacities that other libraries in our state possess. Atpi'esent there is no security system preventing books in the Wangaratta Library from being stolen. I support the adoption of technologies that will protect our valuable library collection. HOWEVER.... I wish state strongly I do not support the diminishment of the number of staff or the employment hours of these staff in response to installing an automatic checkout technology. I hope you will be persuaded by the success of our wonderful Wangaratta library to not consider using technology as a way of reducing</p>	No change to budget recommended.
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		staffing levels. The library patrons will certainly object to that strategy if it is adopted.		
11	Submitter 11	<p>I am the owner of a rural landholding within the Rural City of Wangaratta and I am writing to object to the proposed schedule of Rate increases proposed in the Draft 2019/20 Budget.</p> <p>I note that Table 4.1.1(a) indicates the proposed increase in Rates across the board will be 2.5%, in line with the cap stipulated by the State Government.</p> <p>I note however that Table 4.1.1(c) proposes that the increase in rates for Rural land is proposed to be 5.01%. for Rural 1, 7.59% for Rural 2, and 11.11% for Rural Residential. I would point out that these increases are respectively double, triple, and quadruple the 2.5% cap.</p> <p>I presume these larger increases are based on the increases in rural property valuations listed in Table 4.1.1 (f). Notwithstanding this, I believe the proposed increases are unfair to rural landowners, noting that the State Government calls its system the "Fair Go Rates System".</p> <p>I refer back to Table 4.1.1 (c) and note that the total proposed dollar increase in rates is \$658,000. Of this, \$467,000 derives from Rural land. This would mean that 71% of the increased amount collected by Council would</p>	<p>The three principles of imposing rates fairly are:</p> <ol style="list-style-type: none"> <li>1. Equity – the extent to which the rate burden is shared across the community.</li> <li>2. Benefit – the extent to which those who receive benefits of the council's services also pay for those services.</li> <li>3. Capacity to pay – the extent to which those who pay for council's services have the ability to pay for those services.</li> </ol> <p>It should be recognised in the current climate (drought) it is likely the owners of rural land have less income despite their land values increasing.</p> <p>Differential rates are where Council sets different rates in the dollar for different categories of rateable land.</p> <p>Differential rates are a useful tool to address equity issues that may arise from the setting of Council rates derived from property valuations.</p> <p>However, changing the rate in the dollar annually to accommodate a single differential category can nullify the purpose of regular revaluations.</p>	No change to budget recommended.

	<p>be coming from rural landowners. This hardly seems fair.</p> <p>I further note that Rural landowners are already disadvantaged by the fact that rates are effectively a mismatched "property tax" where property value has little to do with services provided to and for that property. Farmers receive no extra services (and often less) from Council despite individually paying far more than urban landowners.</p> <p>The differential rate percentage of 65% for Rural 2 land purports to address this inequity ("...to recognise the reduced infrastructure investment and provision of services to this class of property.") Yet this intention is not actually translated into lower rates for farmers. If this formula must be employed, then I believe the 65% rate is too high.</p> <p>I refer to Table 4.1.1 (I) and note that the average capped rate per property next year will be \$1,724. However for "general" ratepayers - mostly urban house owners - the average Rate will be \$1,331 (using category data from Table (d) divided into the corresponding figure from Table (c). For owners of Rural 2 land, the figure is \$2,351. In other words, Rural 2 landowners pay, on average, 76% more rates for less services and amenity from Council.</p> <p>In summary, I object to the proposal to disproportionately increase the Rate burden on</p>	<p>A point of consideration not mentioned in the submission is that, in most cases, rural property owners are able to derive income from their properties, whereas residential properties generally do not or cannot.</p> <p>The adopted Rating Strategy document recommends developing a <i>"transparent framework and process under which the rate in the dollar for each differential category is reviewed on an annual basis to give effect to the revaluation of properties every 12 months."</i></p> <p>This framework/process has not yet been developed, but I note from last year's budgeting the Rural 1 and Rural 2 differentials were reduced from 71.5% to 70% and from 68% to 65% respectively upon review of the effect of large increase to valuations.</p> <p>Rate modelling data shows the average residential rate + garbage to increase from \$1,867.11 to \$1,886.58 (1.04%), while the average rural rate + garbage would increase from \$2,332.77 to \$2,484.36 (6.50%). Note: many rural properties do not have waste services.</p>	
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		farmers, who are already subject to an unfair and inequitable Rates formula, and I would urge the Council to review this portion of the proposed Budget.		
12	<p>Submitter 12</p> <p>The submitter requested to be heard.</p>	<p>I note in the Wangaratta Chronicle that comments are invited with regard to the proposed rates for rural land, and further that increases proposed for farming properties are significantly, in dollar terms, well above the general increase, the excuse being that the rate rise is similar in percentage terms, and any increase is due only to an increase in valuation.</p> <p>This is a specious argument, as in reality the only figure that matters to a ratepayer is the actual rate in dollar terms. My rate on my farming property at Myrree in the current year is \$6366. 22 and will, under the current proposals rise by about \$700, depending on classification.</p> <p>The benefit to me is good roads which I travel five or six times a week to Wangaratta. And about three times a week to Moyhu, and about once a month I have a truck call to deliver fertiliser, pick up cattle and occasionally a load of hay is sent away. I in fact use the road far less than a family who live out of town but travel to work each day, or for social reasons. My family does use, as many families do, public facilities such as the Barr reserve or the Town hall, but I believe that non-farmers pay significantly less in</p>	<p>As per Manager Comments (11) above, specifically noting:</p> <p>“A point of consideration not mentioned in the submission is that, in most cases, rural property owners are able to derive income from their properties, whereas residential properties generally do not or cannot.”</p> <p>In relation to rate capping, the wording all councils are required to include on their notices reads:</p> <p>“Council has complied with the Victorian Government’s rate cap. The cap applies to the average increase of rates and charges. The rates and charges for your property may have increased or decreased by a different percentage amount for the following reasons–</p> <ul style="list-style-type: none"> <li>(i) The valuation of your property relative to the valuation of other properties in the municipal district;</li> <li>(ii) The application of any differential rate by Council;</li> <li>(iii) The inclusion of other rates and charges not covered by the Victorian Government’s rates cap.”</li> </ul>	No change to budget recommended.



		<p>rates and in many case would have a higher use of the public facilities referred. to above.</p> <p>Summarising, this equates to a disproportionate share of the cost burden borne by farmers, and in fact harks back to the beginning of the rate burden in the 1850's and sixties. At that time rates were levied, fairly, on those who owned land and were expected to bear the burden of providing a road and bridge system where none existed. Services such as recreational facilities - swimming pools, libraries, public halls etc were not paid for by Councils - or landowners! They did not exist! I believe that it is unjust, therefore, to expect farmers to bear a larger proportion of the rate burden based on a land valuation, and note that the Victorian Farmer's Federation policy is to rates based on home and curtilage, thus more evenly dividing the rate burden in line with the actual benefit received. The legislation, I understand, provides currently for a "rural rate differential" and when the Interpretation of Legislation Act is taken into account - that the interpretation of legislation must take into account the intention of the legislators, it seems clear that an equitable and just system would meet that criteria. I do not seek to shift the rate burden so that I "freeload" on other ratepayers, but simply request that the points I make above be taken in to consideration to meet natural justice.</p>	<p>The increases/decreases for individual properties within the Rural City of Wangaratta are attributed to all 3 of the above reasons.</p>	
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13	<p>Submitter 13</p> <p>The submitter requested to be heard.</p>	<p>I wish to question/be informed of the process where extra loans and extra cash seems to appear on a needs basis.</p> <p>In particular the bar reserve where Council intend6 to build a new pool and other facilities. The news media and other public documents previously referred to residents being responsible for a \$6 million loan for this project. With extremely short notice Councillors were obliged to vote yea or nay in making us to ratepayers responsible for an extra \$4 million. I have no idea what the due process is but it does seem to me that we as citizens are neither being informed or consultant prior to large commitments being made on our behalf.</p> <p>I would also like to know how this new previously unheralded amount is to be paid off. Is there a business plan which sets out the revenue available for the amelioration of this loan or is it to come out of rate money paid directly by the residents?</p> <p>This is not the only instance where this has happened, and I refer to the splash park. The ovens Street project. The cost of decommissioning the year of the pool, I also refer to the logo change. I do expect when senior council staff are interviewed by the media that the information given has a solid foundation free from the rhetoric, we are subjected to by the other two tiers of government.</p>	<p>The Local Government Act requires Council to prepare a budget in each financial year. Subject to the principles of sound financial management, council may borrow money to enable it to perform the functions and exercise the powers conferred on the Council under the Local Government Act or any other Act.</p> <p>In accordance with Section 146 the Budget must include the proposed borrowings. Council included in the 2018/19 Budget that it intended to borrow \$9.4 m and \$9.0 m in 2019/20.</p> <p>Councils Long Term Financial Plan allocated \$16,113,848 for planning, design and construction over five years (2015 – 2020).</p> <p>This project is subject to the following external funding commitments:</p> <p>Federal government funding - \$4,400,000  State government funding - \$1,500,000  State government low-interest loan - \$6,000,000  Community Group Funding - \$100,000</p>	<p>No change to budget recommended.</p>
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		<p>Ladies and gentlemen, I would like to the first cab off the ranks so to speak as I will be out of town as of the 24th or thereabouts of May.</p> <p>I would also like you to note that on the webpage as of 2:30 PM on the 16th the opportunity to make this submission was not prominently available. But I did note in the text that 5 PM today was a cut-off date and time.</p>		
14	Submitter 14	<p>Proposed "Re-Branding" Expenditure</p> <p>We do not support this unnecessary waste of Rate Payers money. By all means, change your promotional wording if you must, THAT won't cost much, but leave the Logo alone – that is simply an inexcusable waste!</p> <p>Councillors considering supporting this "Re-brand package" should think of their future as the majority of Voters are against it.</p> <p>The BEST advertisement RCOW has for attracting growth is its current residents. If they were happy with the level of service from RCOW they would be the best marketing tool that money CAN'T buy!</p> <p>Research states: • A dissatisfied customer will tell between 9-15 people about their experience. Around 13% of dissatisfied customers tell more than 20 people. – White House Office of Consumer Affairs. • For every</p>	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• Whilst there is great awareness about the region from local residents, there is very little awareness to what is on offer outside of the region.</li> <li>• The project began with perceptions based market research with focus groups in Wangaratta and in Melbourne. Findings confirmed little awareness to the current identity, region and the many unique offerings.</li> <li>• More recently, More than 300 people were surveyed (locally, rural and in Melbourne) assessing if the new strategy will have an impact on growing tourism, investment and instilling pride in our community. The</li> </ul>	<p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>

		<p>customer complaint there are 26 other unhappy customers who have remained silent – Lee Resource. • 96% of unhappy customers don't complain, however 91% of those will simply leave and never come back – 1st Financial Training services.</p> <p>All the PR spin in the World will not negate bad word of mouth experience and judging by the overwhelming negative feedback on this particular proposed expenditure, you have a PR problem that changing the picture on a Logo will only make WORSE!</p>	<p>results have been positive across all groups.</p>	
15	Submitter 15	<p>As the owner and operator of six rural properties in the municipality, I am disappointed to read that we will be hit with a 5.0% rate rise in coming year when the State Government cap is 2.55%.</p> <p>I notice on final rate installment that I paid today that the Valuation effective date is 01/01/2018; the total amount paid for twelve months including other charges was \$16,221.65. A rise of 5.05 is a considerable amount on this total; I do not know whether another valuation has taken place and is to be used which would give ratepayers another chance to object to their personal rate notices in September.</p> <p>I request that all increases in all categories of rates be limited to the 2.5% State Government Cap thereby showing that this Council is there to support their ratepayers.</p>	<p>As per Manager Comments (11) above.</p> <p>All properties will be revalued with an effective date of 1 January 2019. Ratepayers will first see this valuation on their 2019/20 Rate and Valuation notice received in September 2019.</p> <p>Ratepayers will have the right to object to the valuation in accordance with the Valuation of Land Act.</p> <p>Increasing each differential by the prescribed rate cap would render revaluations pointless.</p>	<p>No change to budget recommended.</p>

16	Submitter 16	<p>I live near there so think the Mitchell Avenue Children's Garden is a wonderful project deserving the \$350,000 expenditure for Yarrunga that has been deprived of its swimming pool and now a faulty splash park.</p> <p>I support \$1,409,000 spent on the Organics Processing Plant as a most worthwhile investment for the whole district.</p> <p>The Railway Precinct is another deserving project which will create a more pedestrian-friendly part of Wangaratta that looks neglected.</p> <p>I also support the \$40,000 upgrade to Wangaratta Art Gallery to enable disabled and elderly access.</p> <p>\$85,000 is a great investment on Library Self-Service, Security and Stock Control in my opinion the most important public service in Wangaratta! BUT I would not like to see a lowering of staff members nor employment hours just because of an automatic checkout installation is created. The number and quality of existing staff and levels is of vital importance in maintaining the excellent, professional, expert and friendly service the Library staff consistently offer. I am secretary of U3A Wangaratta and we make much continual use of the library and all its wonderful services to</p>	<p>Supportive comments for the proposed budget projects for 2019/20.</p> <ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• Whilst there is great awareness about the region from local residents, there is very little awareness to what is on offer outside of the region.</li> <li>• The project actually began with perceptions base market research with focus groups in Wangaratta and in Melbourne. And findings from this research confirmed little awareness to the current identity, region and the many unique offerings.</li> <li>• The branding strategy and research/consultation has cost \$139k as outlined in the current council report. There is an allocation of \$1.1m in the 19/20 budget to execute an integrated multi-channel outward facing marketing campaign with a focus on attracting tourism and investment.</li> </ul>	<p>Supportive of works proposed in 2019/20 budget.</p> <p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>
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		<p>enrich, inform and stimulate our lives in our retirement.</p> <p>I simply cannot justify Council spending \$300,000 on updating the Wangaratta City Logo! This should go to a public submission for approval.</p>		
17	Submitter 17	<p>We am the owners of a rural landholding within the Rural City of Wangaratta and I am writing to object to the proposed schedule of Rate increases proposed in the Draft 2019/20 Budget.</p> <p>I note that Table 4.1.1(a) indicates the proposed increase in Rates across the board will be 2.5%, in line with the cap stipulated by the State Government.</p> <p>I note however that Table 4.1.1(c) proposes that the increase in rates for Rural land is proposed to be 5.01%. for Rural 1, 7.59% for Rural 2, and 11.11% for Rural Residential. I would point out that these increases are respectively double, triple, and quadruple the 2.5% cap.</p> <p>I presume these larger increases are based on the increases in rural property valuations listed in Table 4.1.1 (f). Notwithstanding this, I believe the proposed increases are unfair to rural landowners, noting that the State Government calls its system the “Fair Go Rates System”.</p>	<p>As per Manager Comments (11) above, specifically noting:</p> <p>“A point of consideration not mentioned in the submission is that, in most cases, rural property owners are able to derive income from their properties, whereas residential properties generally do not or cannot.”</p> <p>In relation to the summary of rates raised for three years, it shows year 1 being a revaluation year, year 2 being a non-revaluation year, and year 3 being a revaluation year. As outlined in last year’s budget the significant increases in rural valuations resulted in the reduction in differentials of Rural 1 and Rural 2 properties.</p>	No change to budget recommended.



	<p>I refer back to Table 4.1.1 (c) and note that the total proposed dollar increase in rates is \$658,000. Of this, \$467,000 derives from Rural land. This would mean that 71% of the increased amount collected by Council would be coming from rural landowners. This hardly seems fair.</p> <p>I further note that Rural landowners are already disadvantaged by the fact that rates are effectively a mismatched “property tax” where property value has little to do with services provided to and for that property. Farmers receive no extra services (and often less) from Council despite individually paying far more than urban landowners. The differential rate percentage of 65% for Rural 2 land purports to address this inequity (“..to recognise the reduced infrastructure investment and provision of services to this class of property.”) Yet this intention is not actually translated into lower rates for farmers. If this formula must be employed, then I believe the 65% rate is too high.</p> <p>I refer to Table 4.1.1 (l) and note that the average capped rate per property next year will be \$1,724. However for “general” ratepayers – mostly urban house owners – the average Rate will be \$1,331 (using category data from Table (d) divided into the corresponding figure from Table (c). For owners of Rural 2 land, the figure is \$2,351. In other words, Rural 2 landowners</p>		
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		<p>pay, on average, 76% more rates for less services and amenity from Council.</p> <p>In summary, I object to the proposal to disproportionately increase the Rate burden on farmers, who are already subject to an unfair and inequitable Rates formula, and I would urge the Council to review this portion of the proposed Budget.</p> <p>I would also like to advise the increase in our rates below:</p> <p style="padding-left: 40px;">2016-2017 \$6400.20 2017-2018 \$6522.91 2018-2019 \$7192.00 Significant increase</p> <p>Very little work has been conducted in our area on Vipond Road/Sanderson Road and we have to contact the council on several occasions for works to be undertaken.</p> <p>We feel we do not get value for money considering our rates would be four times the amount of a general block in Wangaratta which would have curbing, guttering, sealed roads, maintained regularly and maintained parks and garden.</p> <p>We find this very unfair especially due the climate environment and we wholly and solely are reliant on weather and can only produce when the seasons are favourable. The above does not affect town people financially.</p>		
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		<p>We do not have sealed roads to our property and summer time all we get is dust and corrugated roads. At the moment a lot of the road has been damaged due to the rain and the only time we seem to get any work completed on our road is when we ring and complain.</p> <p>All we ask for is value for money and to be able what our rates are actually paying for.</p>		
18	Submitter 18	<p>I am lodging a formal complaint and objection to changing the RCOW logo, and the \$30,000 being spent to design a new one.</p> <p>Mayor Rees, you talk about attracting younger people to the city, well changing a logo will not do it. There is a drastic shortage of available and affordable units in this city. I'm on a disability pension, and so, can't afford an expensive place to live, and am forced to live with my elderly parents. There is extremely little in the way of 2 bedroom units under \$200 in the Wangaratta and surrounding townships. The demand and need for this type of accommodation is very high.</p> <p>How about stimulating building companies to build 2 bedroom unit complexes instead? That makes a lot more sense than spending thousands of dollars on changing a logo.</p> <p>Updated Submission received 22 May 2019</p>	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• The integrated marketing strategy is primarily an outward facing campaign plan aimed at attracting ambitious young people and also 40-50 year old professionals to the region.</li> <li>• The branding strategy and research/consultation has cost \$139k as outlined in the current council report. There is an allocation of \$1.1m in the 19/20 budget to execute an integrated multi-channel outward facing marketing campaign with a focus on attracting tourism and investment in year 1 of the brand roll out as well council building signage, town entry signage through urban and rural areas, street sign and digital communications.</li> </ul>	<p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>

	<p>I have used your survey form and just wanted to add the following to my submission:</p> <p>We don't need a \$30,000 new logo to attract younger people here. We need affordable 2 bedroom rental properties for those on low income and/or pensions. There is nothing in the Wangaratta region below \$200/week! Plenty in Kyabram, Nathalia, Wodonga, etc. but nothing in this area of the north-east!! Nothing in Beechworth, Yackandandah, Wangaratta, Bright, Myrtleford, Oxley, Milawa ... anywhere!!</p> <p>Encourage builders to build 2 bedroom unit complexes, with a carport, and small rear courtyards. These are in extreme demand, but at an affordable rate - nothing over \$200/wk. Young people and those on pensions like myself simply can't afford them, and must move to other towns to live. I am now very reluctantly looking at rental properties in Benalla and Wodonga, even though I need to be close to my elderly parents to assist in their care on a casual basis.</p> <p>Action speaks louder than words. Spend money on stimulating the building of unit complexes at affordable prices for lower income earners. Give the owners of the properties rates deductions if they can legally show (with wage receipts) that their tenant is a low income earner or pensioner, and have dropped the rental price as a result.</p>		
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19	Submitter 19	We request a review for Rural Rates 1 & 2. It is unacceptable to further penalise farmers who already pay the highest rates for the least services. A reduction in these rates is required for farmers & small businesses to remain viable.	As per Manager Comments (11) above.	No change to budget recommended.
20	Submitter 20	<p>I am writing on behalf of the members of the Wangaratta Day branch of the Country Women's Association, who wish to express their opposition to the proposed change to the Rural City of Wangaratta logo design.</p> <p>We feel that it is important that the 'cormorant' remains in the logo design to recognise the connection to the meaning of the word 'Wangaratta'.</p> <p>Wangaratta is a Pangerang word meaning 'roosting or nesting place of the cormorants'. The Rural City of Wangaratta logo depicting the cormorant respects our local Pangerang Aboriginal connection to our North East region.</p> <p>It is important that this remain as a symbol of respect for Aboriginal culture in the Rural City of Wangaratta.</p>	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• Whilst there is great awareness about the region from local residents, there is very little awareness to what is on offer outside of the region.</li> <li>• The project actually began with perceptions base market research with focus groups in Wangaratta and in Melbourne. Findings confirmed little awareness to the current identity, region and the many unique offerings.</li> <li>• More recently, more than 300 people were surveyed (locally, rural and in Melbourne) assessing if the new strategy will have an impact on growing tourism, investment and instilling pride in our community. The results have been positive across all groups.</li> <li>• The branding is not changing the history or definition of Wangaratta, it is simply drawing inspiration from the</li> </ul>	<p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p> <p>No change to budget recommended.</p>

			<p>geography and celebrating all many unique offerings that make Wangaratta a great place to visit, live and do business.</p> <ul style="list-style-type: none"> <li>• The branding strategy and research/consultation has cost \$139k as outlined in the current council report. There is an allocation of \$1.1m in the 19/20 budget to execute an integrated multi-channel outward facing marketing campaign with a focus on attracting tourism and.</li> <li>• We are confident that strategy will have a positive economic impact on our region and those benefits will be for everyone to enjoy.</li> </ul>	
21	Submitter 21	<p>I am writing to express my concern at the proposed redesign of the Rural City of Wangaratta logo.</p> <p>I believe that in 1994 with the amalgamation of the Shire of Wangaratta, Shire of Oxley and the City of Wangaratta the decision was made to use the symbol of the cormorant in the new design of the Rural City of Wangaratta logo. The logo was accepted by the amalgamating councils due to the symbolic connection to the word Wangaratta.</p> <p>The Aboriginal clan of this area – the Pangerang, word for this area ‘Wangaratta’ or ‘Wongaratta’ referred to this area on the river as a nesting or roosting place of the long necked</p>	<ul style="list-style-type: none"> <li>• Our municipality is facing long term under-performance in positioning and marketing our offer to potential new investors, businesses, residents and visitors.</li> <li>• Whilst there is great awareness about the region from local residents, there is very little awareness to what is on offer outside of the region.</li> <li>• The project began with perceptions based market research with focus groups in Wangaratta and in Melbourne. Findings confirmed little awareness/recall of the current identity, the region and the many unique offerings.</li> </ul>	<p>The Draft Brand Strategy can be viewed in an open house at the Wangaratta Government Centre and online at <a href="#">Error! Hyperlink reference not valid.</a></p> <p>Council will receive written submissions relating to the Draft Brand Strategy up to 5.00pm on Monday 1 July 2019.</p>

		<p>cormorant. It recognized the connection to this land by the Pangerang.</p> <p>It is especially significant at this time when the acknowledgement of the Pangerang as the traditional owners of land in the Rural City of Wangaratta has been challenged by the Yorta Yorta and the Tuangerong Aboriginal clans.</p> <p>It is important that the Rural City of Wangaratta retains the cormorant symbol in some form on the logo to signify our recognition of the Pangerang as the traditional owners of this land.</p>	<ul style="list-style-type: none"> <li>• More recently, there have more than 300 people surveyed (locally, rural and in Melbourne) assessing if the new strategy will have an impact on growing tourism, investment and instilling pride in our community. The results have been positive across all groups.</li> <li>• The branding is not changing the history or the meaning of Wangaratta, it is simply drawing inspiration from the geography (meeting of the two rivers that are the lifeblood of our community) and celebrating all many unique offerings that make Wangaratta a great place to visit, live and do business.</li> </ul>	No change to budget recommended.
22	Submitter 22	<p>I am a landowner in Gravel Pit Road South Wangaratta, I am writing to object to the proposed schedule of rate increases as proposed in the Draft 2019/20 Budget.</p> <p>It was reported in the Wangaratta Chronicle 15 May 2019 that the overall rate increase for the rural city will be 2.5% but as the owner of the above property in RLZ2, it was stated that the increase for RLZ2 properties will be 5.01%. This is approximately double the Victorian rate cap.</p> <p>This is an unfair and unjust impost on my land in Gravel Pit Road as this land is currently under review by the RCW Council Planning Scheme</p>	<p>As per Manager Comments (11) above.</p> <p>The submitter is referring to planning zones, not rating differentials.</p> <p>Rural 2 is proposed to increase by 7.59%, not 5.01%.</p> <p>Any change in the zoning of the property for planning purposes will be referred to Council's contract valuers to determine if a supplementary valuation is warranted.</p>	No change to budget recommended.



	<p>Amendment C76, Wangaratta Industrial Land Use Strategy 2017. Strategy 1.3 in the RCW Industrial Strategy 2017, if implemented will have a significant effect on the land value of my property therefore a rate increase is not warranted at this time.</p> <p>This property is used solely as agricultural farm land therefore the earning capacity of the land is limited and dependant on the fluctuations of the climate and market prices. We are in a drought therefore the additional impost of doubling the rates is a burden that we should not have to bear at this time.</p> <p>I also believe that the inequity of the rate increase on rural land holders compared with urban residential owners is unfair as the above property does not utilise Council services. I believe that RLZ 2 will pay on average 76% more rates for less Council services.</p> <p>Therefore I object to this disproportionate rate increase on farmers. We are already subject to an unfair and inequitable rate formula compared to urban residential home owners.</p> <p>Agriculture has historically been a mainstay of the Rural City of Wangaratta economy and I hope that this decision will be urgently reviewed and a fairer rate distribution formula be implemented.</p>	
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# Minutes

## Committee of Council Council Plan & Budget Submissions Hearing

**Location:** Council Chambers, Municipal Offices  
62-68 Ovens Street, Wangaratta

**Date:** Thursday 23 May 2019

**Time:** 3.00pm



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## 1. OPENING STATEMENT

Mayor - Cr Dean Rees opened the meeting and outlined the purpose of the meeting, detailing:

- The Committee of Council will hear from the people who had made written submissions to the Council on either the Draft Budget 2019/2020 and Council Plan 2017 - 2021 (2019 Revision) and had requested to be heard;
- Submitters can take the written submissions as read by the Committee of Council;
- The Committee of Council request that Submitters build on their key issues raised and speak only to their submission; and
- Advised that the Committee of Council is not a decision-making forum and the Committee of Council will consider the submissions received, including the comments made by the Submitters during the hearing in the finalisation of the Budget 2019/2020 and Council Plan 2017 - 2021 (2019 Revision).

## 2. PRESENT

### Councillors:

Mayor - Cr Dean Rees, Cr Harvey Benton (Entered meeting at 3.10pm), Cr Harry Bussell, Cr Ken Clarke, Cr Ashlee Fitzpatrick, Cr David Fuller

### Council Officers:

Director Development Services - Stephen Swart, Director Infrastructure Services - Alan Clark, Manager Finance - Anthony Smith

### Submitters:

Submitters 8 - William Daunt, Rod Leavold and Andrew Farrington, Submitter 12 - David Evans, Submitter 13 - Brian Fox

## 3. ABSENT/APOLOGIES

### Councillors:

Cr Mark Currie

### Submitters:

Submitter 1 - Bob Shaw, Submitter 2 - Susan Leavold represented by William Daunt and Rod Leavold

#### **4. CONFLICT OF INTEREST DISCLOSURE**

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a 'Conflict of Interest' in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

**Disclosure must occur immediately before the matter is considered or discussed.**

Nil

#### **4. OFFICER REPORTS**

Taken as read

#### **5. DEPUTATIONS**

##### **5.1 PRESENTATION OF REPORTS**

##### **5.1.1 SUBMITTER 1**

**Bob Shaw**

Submitter absent. No submission heard.

##### **5.1.2 SUBMITTER 2**

**Susan Leavold represented by William Daunt and Rod Leavold**

Submitter absent. No submission heard.

##### **5.1.3 SUBMITTERS 8**

**William Daunt, Rod Leavold and Andrew Farrington**

William Daunt commenced by outlining the request to be heard by the Committee of Council was to support the request for urgent works to be completed on Koorringal Park Lane and Wards Lane, Meadow Creek.

Rod Leavold then advised the Committee of Council that due to changes in the area surrounding Koorringal Park Lane and Wards Lane, this has resulted in an increase in the amount of traffic using the roads.

Mr Leavold further expressed that works to be completed on Koorringal Park Lane are currently a low priority for Council but sought for the priority to be re-examined.

Rod Leavold outlined that in addition to the condition of the road worsening, there is an extensive dust issue. Rod Leavold shared images with the Committee of Council highlighting the dust issue.

Cr Ken Clarke raised a question to Director Infrastructure Services - Alan Clark, asking approximately how much money would Council be required to spend to seal the road.

Director Infrastructure Services - Alan Clark stated the cost would be approximately \$1M - \$1.2M, as Council would need to undertake drainage work. This approximate cost is also based on Council undertaking the work. If Council engaged a contractor, this could be at a higher cost. Director Infrastructure Services - Alan Clark further advised that this work was included in the 2019/20 Budget, the work would be undertaken through the Resealing Program.

Mayor Dean Rees enquired in relation to road resealing, how is Council positioned for future works and is there the ability to obtain grants through 'Better Roads'.

Director Infrastructure Services - Alan Clark stated Council would seek grants based on 'loads' travelling on that road (grapes, stock) to support a submission.

Andrew Farrington questioned what the process is for getting funding/resealing. Mr Farrington asked if Council simply receive a grant and then determine what to do with it or should people be petitioning State and Federal politicians to assist with gaining funds and as residents. See this as priority.

Director Infrastructure Services - Alan Clark advised that advocacy of that nature is certainly helpful.

Andrew Farrington then asked what the process Council undertakes for prioritising works within the re-sheeting and resealing programs.

Director Infrastructure Services - Alan Clark outlined that multiple factors are considered, such as when last works were performed, advice from Grader Operators as to the road condition and results from sample testing on the road.

Director Infrastructure Services - Alan Clark advised that at the last Council meeting, Council adopted to prioritise works for 100kpm roads and introduce criteria based on road hierarchy. Prioritisation of works will now consider a number of roads within an area needing works, types of vehicles which use the road, bus route, halls etc. This criteria will now be used for the initial prioritisation of works.

#### **5.1.4 SUBMITTER 12**

##### **David Evans**

David Evans outlined that his submission was prompted by an article in The Chronicle which indicated Council will be implementing a rate increase of 2.5% for areas around the Wangaratta township but for rural areas the rate increase will be

in the vicinity of 5-11% and this increase would be a result of the valuation of property.

Mr Evans stated legislation provides for a Rural Rates Differential, which indicates that the intention of the legislators is that rates will be evenly portioned. The Rural Rates definition in the Act, supports this intention that rates should be evenly portioned between farmers and other residents.

David Evans advised he is asking Council to consider and put forward a fairer increase for farmers/rural residents which is in line with other residents within Wangaratta.

Cr Harvey Benton advised David Evans that Council only has the ability to alter the cents in the dollar and is unable to change the valuation.

David Evans clarified that he is not suggesting Council alter valuations but considers the application of Rural Rates Differential when determining rates.

#### **5.1.5 SUBMITTER 13**

##### **Brian Fox**

Brian Fox advised he believes Council made great strides following the departure of the Administrators but Council needs to get back on track.

Mr Fox referred to the Brand Strategy and stated that he believes that if Council has this money available that it is prudent for Council to seek input from the community on how they would like to see funds spent.

Cr Ken Clarke requested Brian Fox speak to his submission.

Brian Fox then stated in reference to his submission he believes that Council has too much money, access to too many loans and too many staff that are proposing things that do not benefit the rate payer.

#### **6. CLOSURE OF HEARING SUBMISSION**

Hearing submission closed at 3.55pm.



## 13.2. 2019/20 Council Budget Report

Included separately - please copy and paste this link  
into your browser:

<https://www.wangaratta.vic.gov.au/Portals/0/Wangaratta/Documents/About Council/Documents and Policies/Public Notices/Budget 2019 - 2020 NEW.PDF?ver=2019-06-14-141207-257>  
0 Pages



## AUSTRALIA DAY AWARDS AND EVENT POLICY

Responsible Officer: <b>Manager Arts Culture and Events</b>	Adoption Date:	[Choose date]
	Approved By:	Choose an item.
Authorising Officer: <b>Director Community Wellbeing</b>	Review Date:	[Choose date]
	Policy Type	Council Policy

### INTRODUCTION

The Wangaratta Australia Day Awards provides the opportunity to honour individuals and groups who have made an outstanding contribution to the Rural City of Wangaratta.

This policy describes the arrangements for the Awards and events for Australia Day by the Wangaratta Rural City Council.

### CONTEXT

The National Australia Day Council facilitates Australia Day Awards at National and State levels. Each Victorian municipality is encouraged to adapt the awards to reward community service at a local level.

The Rural City of Wangaratta will coordinate the public nomination of the Australia Day Awards in the following categories:

- Citizen of the Year.
- Young Citizen of the Year.
- Community Event of the Year.

The Rural City of Wangaratta celebrates Australia Day with one official Australia Day Event conducted in Wangaratta and 15 rural town events conducted by each Rural Australia Day Committee.

Local Achiever Awards may also be presented in each of the 15 rural communities at the discretion of each relevant Rural Australia Day Committee.

### SCOPE

This Policy applies to the delivery of the Rural City of Wangaratta Australia Day Awards program and Australia Day events held in Wangaratta and surrounding around the municipality.

Choose an item. [Choose date]

1

This policy applies to all Councillors, Council employees and agents of Council.

Agents of Council extend to include contractors working in-house, staff on exchange, members of Special Committees, members of Advisory Committees, volunteers, work experience students or graduate placements, external suppliers, contractors and sub-contractors who perform work for Council.

## PURPOSE

The purpose of this policy is to;

- 1) Outline the eligibility criteria for each of the Australia Day Awards.
- 2) Outline the selection process for each of the Australia Day Awards.
- 3) Outline the duties of the Mayor, Councillors and Council officers in the delivery of the Australia Day Awards Program.
- 4) Outline the responsibilities, duties and timelines in the delivery of the Australia Day event in Wangaratta.
- 5) Outline the responsibilities, duties and timelines in the delivery of the Australia Day event in the fifteen rural locations; including the presentation of Local Achiever Awards.
- 6) Outline the Marmungun Rock Ceremony Details.

## POLICY

### 1. AWARD PROCESS

The selection and eligibility criteria for the Rural City of Wangaratta Australia Day Awards Program is supported by the criteria set out for the Australia Day Awards as facilitated by the National Australia Day Council (Victoria).

#### 1.1. Citizen of the Year

##### Eligibility Criteria

To be eligible for the Citizen of the Year Award, nominees must:

- Be an Australian Citizen;
- Be a resident of the Rural City of Wangaratta Council area (when nominations close).
- Be 25 years of age or older on 1st January of the year the award is given.
- Not have received the same award previously.
- Not be a current sitting Councillor, nor have been in the past two years.
- All applications must have a supporting referee.

##### Selection Criteria

Choose an item. [Choose date]

2

When considering nominations for this award, the selection panel will consider the following criteria in no particular order:

- Has made an outstanding contribution to the community.
- Has been an inspiration / role model to the community.
- Has shown achievements in community activities, academic, sporting, personal, cultural, environmental and / or social responsibility.
- Has demonstrated a commitment to enhancing the welfare and wellbeing of the community which has benefits for others.

## **1.2. Young Citizen of the Year**

### Eligibility Criteria

To be eligible for the Young Citizen of the Year Award, nominees must:

- Be an Australian Citizen.
- Be a resident of the Rural City of Wangaratta (when nominations close).
- Be under 25 years of age on the 1st January of the year the award is given.
- Not have received the same award previously.
- Not be a current sitting Councillor, nor have been in the past two years.
- All applications must have a supporting referee.

### Selection Criteria

When considering nominations for this award, the selection panel will consider the following criteria in no particular order:

- Has made an outstanding contribution to the community.
- Has been an inspiration / role model to the community.
- Has shown achievements in community activities, academic, sporting, personal, cultural, environmental and / or social responsibility.
- Has demonstrated a commitment to enhancing the welfare and wellbeing of the community which has benefits for others.

## **1.3. Community Event/Project of the Year**

### Eligibility Criteria

To be eligible for the Event/Project of the Year, the event must:

- Be a not-for-profit event or community project that provides opportunities for the community to participate and contribute to social, economic and cultural life.
- Bring recognition and credit to the community through a cultural, environmental or sporting event/project within the Rural City of Wangaratta.
- Have been completed (or the completion of a stage), or held in the year immediately before the award is given.
- Not have received the same award previously.
- Have a supporting referee.

Choose an item. [Choose date]

3

### Selection Criteria

When considering nominations for this award, the selection panel will consider the following criteria in no particular order:

- The event's service and benefit to the community.
- The event's significant involvement of volunteers and empowerment of the community for successful delivery.
- The event's reflection on community values and contribution to the diversity of the community.

### **1.4. Nominations**

Nominations must be submitted via the official Rural City of Wangaratta Australia Day Awards Nomination form. Nominations open on the first week in August each year and close on the second week of November each year.

### **1.5. Selection Process**

Following the close of nominations, the Australia Day Awards Selection Panel will score nominations based on the Selection Criteria.

In the event that no nomination or no suitable nominations are received in any of the categories, the Australia Day Awards Selection Panel reserves the right to grant the award to a group, event or citizen of its choice. This would be selected from the unsuccessful nomination finalists from the previous three years. In the result of a tied vote, the Mayor will have the final decision.

The decision of the Australia Day Awards Selection Panel is final and no additional correspondence will be entered in to.

### **1.6. Selection Panel**

The selection panel is made up of the seven current sitting Councillors plus the "Citizen of the year" and "Youth Citizen of the year" from the previous year.

### **1.7. Award recipients**

Award recipients are announced publicly at the Wangaratta Australia Day Event. The RCoW Mayor will make the announcements and present the awards.

All award recipients are to be included on the Councils official invitation list to attend Civic functions, opening and receptions through-out the year (at the Councils discretion) and to be part of the following years Australia Day events.

The Citizen of the Year will have their achievements recognised in the Marmungun Rock Ceremony. Council will facilitate the relationship between the Citizen of the Year recipient and the Dirrawarra Indigenous Network (DIN) and will assist to deliver the ceremony.

The Marmungun Rock Ceremony is delivered in the spirit of reconciliation and honours the Citizen of the Year recipient by carving their handprint into the Marmungun Rock. The unveiling of the handprint and accompanying cultural ceremony is held during Reconciliation Week of the same year (or on a mutually agreed date). The Marmungun Rock is located in Apex Park, Wangaratta.

Choose an item. [Choose date]

4

**1.8. Responsibilities**

Councillors, Council employees and agents of Council are required to adhere to the guidelines and procedures as set out in the "2019-2021 Australia Day Awards and event procedure document".

**1.9. Reporting**

A confidential memo to the Mayor with contact details for recipients will be provided in early January each year. The Events team will make contact with all the nominees except for each of the award recipients. The Mayor will contact the Awards recipients directly.

A press release will be sent to the media on Australia Day by the Council Media and Communications team after the Award recipients are announced.

**1.10. Management Framework**

Council Officers will:

- Prepare the nominations
- Provide any additional information
- Make contact with the nominee's referees

The selection panel will:

- Decide on the Award recipients

**2. AUSTRALIA DAY EVENT - WANGARATTA****2.1 Event**

Council Officers will organise one official Australia Day event including, but not limited to the following details and inclusions:

- Conducted in Wangaratta
- Chief Executive Officer MCs the event
- Civic Address presented by the current Mayor
- Citizenship ceremony formally welcoming new citizens
- Optional Australia Day Address by the invited Australia Day ambassador
- Presentation of the Australia Day Awards for Citizen of the Year, Young Citizen of the Year and Community Event of the Year Awards
- Invite a suitable representative of the local Aboriginal community via the local Indigenous Network to speak in regards to the Marmungun Rock Ceremony.

Choose an item. [Choose date]

5



## **2.2 Responsibilities**

Councillors and Council employees are required to adhere to the Australia Day Event procedures to ensure the Australia Day Event in Wangaratta is delivered seamlessly. The Australia Day Awards and Events Procedure document outlines these duties and timelines.

## **2.3 Commitment**

Council will recognise one official Australia Day event to be conducted in Wangaratta as its formal Australia Day ceremony. Council officers will assume responsibility for the management of this event.

## **3. AUSTRALIA DAY EVENT – RURAL COMMUNITIES**

### **3.1 Event Support**

Council will support 15 rural locations with a financial contribution towards the overall cost of their events. This is to ensure their event can be run at low or no cost to attendees. The following rural towns are included as sanctioned and financially supported events in the Australia Day program:

- Boorhaman
- Carboor
- Cheshunt
- Eldorado
- Everton
- Glenrowan
- Greta
- Hamilton Park
- Milawa/Oxley
- Moyhu
- Murmungee
- Peechelba
- Springhurst
- Tarrawingee
- Whorouly

A Councillor (or Council representative) is offered to these locations to deliver the Civic Address and assist with Award presentations. The representative can be requested through the "Australia Day Rural Event Planning Form" by the Rural Australia Day Committee.

### **3.2 Responsibilities**

Councillors, Council employees and agents of Council are required to adhere to the Australia Day Event – Rural Communities procedures to ensure the Australia Day Event in each community is delivered seamlessly. The Australia Day Awards and Events Procedure document outlines these duties and timelines.

Choose an item. [Choose date]

6



### 3.3 Management Framework

The Rural Australia Day Committee for each town is responsible for

- Completion of the “Australia Day Rural Events planning form”
- Coordination and advertising of the event
- Purchasing of merchandise and certificate frames
- Selecting the recipient of their Local Achiever of the Year Award(s) if required
- Communicating with the recipient and/or their families/friends
- Preparing and conducting the Local Achiever Speech(s)

The Council Events team is available for assistance with (if required);

- Production of Flyers/Posters
- Printing of Flyers/Posters to a maximum of 300 A4 per event
- Production and printing of Local Achiever certificates with the Mayors signature

The Council Media and Communications team is required to;

- Prepare Australia Day address speeches for each Council Representative where requested in the “Australia Day Rural Events planning form”.

### 3.4 Local Achiever Awards

Each Australia Day Committee will choose to nominate how they run their own Local Achiever Awards process. A list of recipients and their contributions to community will need to be documented via the “Local Achiever Nomination Form” and submitted to the Events Team prior to the event.

It is recommended that Local Achiever Award recipients are chosen using the same eligibility criteria and selection criteria as the Citizen of the Year Awards.

### 3.5 Commitment

- Fifteen (15) sanctioned and financially supported rural community events, hosted by local rural Australia Day Committees, will be held in conjunction with the Rural City of Wangaratta's formal Australia Day proceedings.
- Councillors will attend as many Australia Day events as possible, and fulfil any outstanding duties with members of the Corporate Management Team (or their delegates).

### 3.5 Other Integration Arrangements

Australia Day Awards & Events Procedure

Australia Day Award Nominations Form

Australia Day Rural Event Planning Form

Local Achiever Nomination Form

Choose an item. [Choose date]

7

## REFERENCES

National Australia Day Council Awards Criteria

Council plan 2017-2021

Events & Attraction Strategy 2018 – 2023

## REVIEW

2022

Any change or update which materially impacts and alters this policy must be by CEO approval following review by the Corporate Management Team. This policy will be reviewed in 2022 or if there has been a material change to any relevant laws.

Choose an item. [Choose date]

8

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## Rural City of Wangaratta

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### Public Art Policy

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- Background
  - Introduction
  - Rationale
  - Processes
  - Collection content Guidelines and Emphasis
  - Key Guidelines
  - Procedures for Selection and Acquisition of Art Works for the public Art Collection
  - Gifts, Bequests, Donations to the Collection
  - De-accessioning of Collection items
  - De-accessioning of Gifts
- 

### Quote

“The purpose of a work of art is to communicate meaning through which people engage in an act of identification that gives their individual existence meaning. Artists, therefore, can bring to the building procurement and delivery process an instinctive and extraordinary capacity that can extend the concept of building function beyond its physical aspects.”<sup>1</sup>

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### Background

The Rural City of Wangaratta has a number of Public Art works that are located in a variety of locations throughout the municipality. They range from sculpture to Community Art Project works and Schools Art Project works.

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### Introduction

The Rural City of Wangaratta acknowledges the unique nature of its public spaces, and is committed to enlivening its public and open spaces through the development of a Public Art Collection and through public art projects and events.

The Public Art Policy of the Rural City of Wangaratta is one of a number of policies and strategies associated with the Council Plan Objective: *“We will endeavour to ensure that the entire community enjoys access to innovative and creative arts, cultural and heritage experiences and programs”*.

---

<sup>1</sup> **Art Built-in** Policy Statement, Queensland State Government, p.i.

Implementation of the Public Art Policy will provide unique opportunities for artists, project and design teams, and curators and will add cultural, social, environmental and economic value to its many festivals, events and public environments.

The Public Art Policy identifies that the Rural City of Wangaratta will develop and present a program of commissioned works of art, including permanent site-specific works of art, and temporary and ephemeral installations. The Public Art Policy identifies opportunities to integrate artists' designs or public artworks into public construction projects through the engagement of artists and/or project /design teams at the earliest planning stages.

Public art may also include artworks undertaken by the community as part of Cultural Development projects.

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## **Rationale**

The rationale behind the Rural City of Wangaratta adopting and embracing a Public Art Policy is as follows:

- 1 to establish a process for the facilitation of public art ie: through the public art policy, the public art strategy and development of a relevant program;
- 2 to establish a range of mechanisms for funding the program;
- 3 to establish a process for the Rural City of Wangaratta to make Public Art Acquisitions; and
- 4 to establish a process for de-accessioning work from a Rural City of Wangaratta Public Art Collection.

---

## **Processes**

Public Art works and projects may be achieved or supported through one of the following processes:

- through adoption of Percentage for the Arts Scheme, up to a 2% allocation, at Council's discretion which may be factored into all Council building and capital works projects, excluding engineering construction and engineering refurbishment projects and repair and maintenance of buildings;
- establish a fund for acquisitions / purchases of contemporary public art within the prescribed guidelines;
- commissions of permanent site-specific contemporary public art;
- via grants or commissions for the production of temporary or ephemeral art in public spaces and / or linked to major festivals or events;
- acceptance of gifts of art which fulfil the Rural City of Wangaratta Public Art Collection guidelines;
- engagement of professional artists in collaborative community based projects;
- engagement of curators or artistic directors for development and direction of specific projects; and
- artist-in-residence projects.

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## Acquisitions Committee

- An Acquisitions Committee is to be appointed for the process of acquiring and developing works for the Public Art Collection, as with the Wangaratta Art Gallery collection;
  - Members of the committee will be professional practicing artists and /or arts professionals who have a demonstrated knowledge of visual arts;
  - The committee will include a representative of the Arts and Culture and Heritage Advisory Committee (ACHAC), a representative of the Friends of the Gallery Association; and Gallery Director as Ex Officio of the committee.
  - The committee will also include a current practitioner of sculpture or public art (*this may require engaging an individual outside of the Rural City but within the region of the North East of Victoria*)
  - The committee will also include an individual with either architectural or landscape architectural design qualifications and or background.
  - Representation from Council's Infrastructure Department will have representation in the case of public art;
  - Gifts, bequests and donations that are submitted to the Acquisition Committee for the consideration of inclusion in the Public Art Collection will be considered with adherence to the Public Art Collection Policy - Key Guidelines, and be subject to the collection's de-accessioning process.
- 

## Public Art Collection - Content Guidelines and Emphasis

The Public Art Collection shall be comprised of original works of art of excellent standard and quality.

The Collection comprises:

- i. Three dimensional and two dimensional sculptural objects, bas-relief objects, commissioned works including permanent site-specific works, temporary and ephemeral installations.
- ii. Works of art which reflect generally interests relating and responding to the specific site and/or the social history of the North East of Victoria region, including themes of the built environment, food, wine, historic identities, wildlife, heritage and environment etc.
- iii. Three dimensional and two dimensional sculptures, objects and ephemera of highest significance by regional, state, national living artists, who reflect contemporary trends and interests.
- iv. Sculptural works of art constructed of varied media such as Steel, Wood, Resin, Metal, Stone, ceramic mural, mosaic, glass or painted mural and other elements reflecting the above criteria.

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## Public Art Collection – Key Guidelines

- The acquisition and maintenance of public works of art considered of high significance in terms of content, subject matter and execution.
- The Public Art Collection is to be representative of historical and contemporary art from Australia, particularly attention should be directed towards the Collection area of works of sculpture and site specific public art by living national artists.
- There should be included the acquisition of contemporary works of art which depict/document aspects of the social, natural and man-made environment of the Wangaratta region and North East Victoria, for example: references to our First Nations stories and history, site specific works of art, heritage of the region, buildings, landscape, flora and fauna etc.
- Irrespective of subject matter, the Public Art Collection should include acquisition of the works of significant visual artists resident, or working in, North Eastern Victoria.
- In the ongoing accumulation of art works there should exist no specific bias towards acquiring items of any particular medium, style or approach.

The above guidelines refer to all works of art in any medium that exists now or in the future until such time as this policy is revised/rewritten.

The term, 'works of art', for the purpose of this policy, includes any item of object art, ephemera, or design, made using traditional processes or any art which is produced using the processes of contemporary technology.

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## Procedures for Selection and Acceptance of Works of Art for the Public Art Collection

- The Gallery Director as Council's curator is to prepare a report supporting the acquisition referring to the policy guidelines.
- Irrespective of the manner of acquisition, (by Percentage for Art Scheme, bequest, donation, residency, commission, purchase, acquisitive awards, etc.), art works intended for the Public Art Collection will be acquired following recommendations to the Acquisitions Committee by the Gallery Director.
- Recommendations will then be made by the Acquisitions Committee to the RCoW Council.
- Art works recommended for acquisition for the Public Art Collection via Percentage for the Arts Scheme, commission, direct purchase, acquisitive award, grants, residency, donation of funds, or gifted items shall be represented at Acquisition Committee meetings by:
  - Design drawings and/or maquettes;
  - Accurate photographs, digital imagery or transparencies of the item;
  - Relevance to the Public Art Collection;
  - General aesthetic merit of the work indicated by quality of technique and construction execution, composition, statement and content;
  - Historical value, either in terms of maker or subject matter;
  - The reputation of the artist in local, regional, or national terms (note: refers only to recognition of production not 'moral' reputation);
  - The condition of the work. Poor condition with potential conservation expenses may outweigh the above values (unless additional funding is accessible);

- 
- The relevance of the work/s to existing items in the Public Art Collection. (e.g. a work may augment historical documentation or an artist's development);
  - Commission /Purchase cost. If funds exist to enable purchase of a work considered highly relevant to the Public Art Collection then price should not be seen as a deterrent to the commission / purchase;
  - Unacceptable installation requirements will lead to the rejection of a potential acquisition; and
  - Community Cultural Development project of which it is part.
- Once formally approved for acquisition, the art-work is officially paid for with funds allocated from appropriate accounts, once the artists or previous owners have acknowledged payment, the item should then be registered:
    - In the Public Art Collection registered book;
    - In the Public Art Collection electronic data base; via Vernon software management system and
    - A paper profile should then be established to hold the results of further research into the provenance, etc. of the item or details of the continuing career of the artist / designer / maker for reference.
  - The Public Art work should, after installation, be photographed in monochrome and in colour transparency and recorded digitally.
  - Ideally the work should be condition reported to provide information for any possible future conservation work that may be required. This report should be included in the relevant paper file.
- 

### **Gifts, Bequests, Donations to the Permanent Collection**

- Gifts, bequests of works for the Public Art Collection or monetary donations assisting in the commission or purchase of works for the Public Art Collection should be encouraged.
  - Gifts, bequests and works purchased with donated funds will be considered under the acquisition criteria only, and may not be accepted for the collection:
    - if the criteria are not met, and/ or
    - the works do not meet the specific requirements of the site, project or planning criteria.
  - No gifts, bequests or funds for the purchase of works for the Public Art Collection will be accepted under the following conditions:
    - That the work will be displayed only within a designated space when the work was acquired;
    - That the work is not to be loaned to another organisation not approved by the Director /Curator and the Acquisitions Committee.
  - Potential sponsors or donors of works of art should be made aware of the existence of the Public Art Collection De-accessioning policy.
  - Potential sponsors or donors of works of art will be supplied with a document outlining process and criteria.
- 

### **De-accessioning of Public Art Items**

The Acquisition Committee will also be responsible for the de-accessioning of works from the collection when:

- A work is lost or stolen without possible recovery:
  - *In this situation the artist/s be informed of the loss or theft;*
- The work has deteriorated or being damaged beyond repair:



- *In this situation the artist/s will be informed and the work will be returned to the artist;*
- The work cannot be adequately stored, restored or protected by Council;
- A work defined in Contract with a specific negotiated life-span appropriate to the work (in terms of content, materials and site), could be up to and beyond 100 years.
- Council no longer owns the site of the work, or the site is to be redeveloped and the work cannot be relocated:
  - *In these situations, if the work was commissioned, the artist/s or their estate will be offered the first right of refusal to purchase the work. If the work was donated it will be returned to the donor or their estate.*
  - *If the work was purchased the work will be auctioned and the proceeds applied to an established acquisition fund;*
- In de-accessioning, the Acquisition Committee will incur no costs to Council; and
- Members of the Acquisition Committee and employees of the Rural City of Wangaratta will not be permitted to acquire de-accessioned works from the collection or to benefit financially from the process in any way.

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## General

Any proposed Public Art project developed, curated or supported by the Rural City of Wangaratta (including acquisitions, donations or commissions) shall:

- reflect high standards in contemporary arts practice as presented by the Gallery Director / Curator and judged by the Acquisition Committee;
- conform to any Council Masterplan or Guidelines for the precinct or location in which the work is to be sited, or where there is no Masterplan or Guidelines, the siting of the work to be approved by the appropriate Planning Guidelines;
- be suitable for the chosen site and meet any engineering, safety, traffic or other technical specifications determined by the Rural City of Wangaratta Council;
- be appropriate for the chosen site and meet any artistic, aesthetic, qualitative or other related specifications determined by the Rural City of Wangaratta; and
- meet the specific requirements outlined in any brief / commission brief prepared for the project.

For Public Art commissions or specific projects developed by the Rural City of Wangaratta, a project brief is to be prepared to which artists, a design team or curators are asked to respond. The brief outlines the terms of the commission or project, details any technical requirements which must be met, provides plans and other site information, lists any selection criteria and indicates an approximate budget if appropriate. Briefs may be as detailed or open as is appropriate to the project.

Selection of artists, design teams or curators for public art projects may be based on the following:

- open competition via expressions of interest – publicly advertised;
- limited competition between invited parties;
- direct commission, acquisition or appointment; or
- other (eg. through a curatorial selection process, ongoing programming, or other method nominated by the Committee and approved by Council).

Applicants are requested to submit an expression of interest, which responds to the project brief.

The Acquisitions Committee assesses proposals and provides advice to the Gallery Director as curator of the collection.

In many cases, a short list of initial applicants is asked to prepare more detailed drawings, maquettes, samples or budgets prior to a final selection being made. In this instance, a fee will be paid to each applicant to carry out this additional work. A final selection will be made from these submissions.

In the event that the Committee does not wish to recommend any of the proposals received, it may provide advice to re-advertise, approach specific artists and/or defer or cancel the project.

On approval of a submission, the successful applicant will be contracted to undertake the work proposed.

In certain circumstances, the applicant may be requested to adapt their work to meet specific technical or site requirements, these issues must be negotiated prior to contract stage.

The commissioning agreement outlines the obligations of both parties and specifies all details of the agreed work, including exact location, the costs (including a schedule of payments), the delivery date, copyright, maintenance and other relevant information.

On the satisfactory completion of a permanent commission artwork the City accepts the work and a final Contract of Sale signed by both parties. The work is then accessioned into the Rural City of Wangaratta Public Art Collection, registered as a Council Asset and from this point, will be subject to the Public Art Collection Management Policy.

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## **Funding**

Funding for the public art program may be funded come from any of a variety of sources:

- Either a '2% - Percentage for Art Scheme budget' as designated by Council;
  - Allocations made from within the Cultural Development, Urban Design or other Rural City of Wangaratta budgets for the engagement of artists as consultants, designers, fabricators or for specifically commissioned works;
  - Grants from Federal or State Government departments or agencies for specific projects;
  - Partnerships with industry, or State or Federal government department or agencies;
  - Sponsorship from the businesses or corporate sector;
  - Contributions from philanthropic trusts, foundations etc.;
  - Donations,
  - Bequests and gifts of money for the public art program or for specific commissions; and
  - Cultural Development projects approved by the Acquisitions Committee.
-



## NATURE STRIP LANDSCAPING POLICY

Responsible Officer: <b>Manager Infrastructure Planning and Delivery</b>  Authorising Officer: <b>Chief Executive Officer</b>	Adoption Date:	June 2019
	Approved By:	Council
	Review Date:	June 2020
	Policy Type	Council Policy

### INTRODUCTION

This Policy:

- acknowledges that well maintained nature strips add to the appearance and presentation of streetscapes within the municipal district of Rural City of Wangaratta municipality (**Municipality**); and
- sets out Council's requirements with respect to landscaping on nature strips, including the requirement for owners and/or occupiers to obtain nature strip landscaping permits (**Permit**).

### CONTEXT

Rural City of Wangaratta (**Council**) occasionally receives requests from residents and businesses for permission to landscape the nature strip or footpath adjacent to their house or business.

More frequently complaints are received from other parties about plantings or other landscaping works that have been undertaken without permission. These unapproved works can cause problems with drainage, sight distances for road users and the safety of pedestrians.

### SCOPE

This policy applies to any landscaping or planting works to be carried out by or on behalf of owners or occupiers in the municipality on the nature strips of urban roads only, including those in small towns, which are managed by Council.

This policy does not apply to roads in rural areas, or roads which are not managed by Council.

### PURPOSE

Council encourages property owners and occupiers to recognise the value of nature strips and to take pride in maintaining them.

Authorised by the Council [Choose date]

1

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This policy is intended to ensure that, if nature strips are modified, they are landscaped and maintained in a way that:

- Minimises risk to the community;
- Provides for the unobstructed and safe flow of pedestrian and vehicle traffic;
- Provides access for deliveries and utility service providers;
- Allows kerbside parking of vehicles and door opening space;
- Complements the existing streetscape; and
- Complies with any planning overlay.

## POLICY

### Definition of 'Nature Strip'

A nature strip is an area of public land between the property boundary and the back of kerb or table drain, excluding any public pavement.

Grassed nature strips remain the most common form of nature strip treatment within the Rural City of Wangaratta.

### When permits are required

Owners and occupiers are required to obtain a permit for any form of landscaping on a nature strip.

### Where permits are *not* required

Owners and occupiers are not required to obtain a permit if:

- they propose to plant or maintain only grass on the nature strip; or
- the nature strip is located on a road in a rural area.

### Permit applications

#### *Requirements*

Applications must:

- include a completed Works within Municipal Road Reserves Permit application;
- conform to the setbacks and restrictions detailed in the Minimum Clearances Table at **Attachment 1**;
- include a landscape plan; and
- if the permit applicant is not the owner of the adjoining property, include written permission from the property owner.

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### Cost

The cost for a permit application will be determined by Council from time to time and is set out in the Works within Municipal Road Reserves Permit application form.

### Discontinuation of permits

Council reserves the right to withdraw permission for the ongoing landscaping of the nature strip if:

- complaints are received about the landscaping;
- the site is not maintained;
- the site is deemed to be unsafe;
- the site is required by Council for any other purpose; or
- otherwise at Council's discretion.

### Planning permits

Owners and occupiers must also obtain an appropriate planning permit if required by the Wangaratta Planning Scheme.

### Assessment and approval process

Council officers will have the final say on landscaping treatments appropriate to the location considering environmental conditions, aesthetics and risk.

In assessing the materials to be used, consideration will be given to the:

- prevailing streetscape and character;
- amenity of the locality; and
- risk associated with the proposed design, plantings and materials.

Landscaping must not commence until a permit to landscape has been issued.

If approved, a permit will be issued within 20 days.

### Permitted plants and mulches

The following plants and mulches will generally be permitted to be used on nature strips (only with a permit):

- Low growing plants and groundcovers
  - Plants must be low growing and be maintained to a maximum height of 500mm
  - Natives plants, and particularly plants indigenous to the area
  - Select plants that are tolerant of the climate, soil type and other conditions of the area
  - Select plants that do not shed fruit, seeds or other material/s
  - A mulch layer will help to maintain soil moisture and assist with weed control.

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- Organic mulches
  - Recommended treatments include composted organic mulch, pine bark mulch, recycled wood chip mulch
  - Mulches must not be allowed to spill onto footpaths, driveways, roadways, etc.
  - Mulched treatments are generally not permitted on sloping sites

**Prohibited landscaping activities**

Owners and occupiers are not permitted to engage in any prohibited landscaping activities, as listed in **Attachment 2**, unless advised by Council officers otherwise in writing.

**Maintenance**

Council does not carry out renovations or maintenance (including mowing and watering) of nature strips.

**Reinstatement**

The permit holder will be responsible for reinstating the nature strip to its original condition (grass) and all associated costs, if reinstatement is required by Council.

**Costs**

Landscaping of the nature strip or footpath is at the permit holder's own expense and risk. The cost of establishment, maintenance, renewal, repair and replanting of the landscaping is the responsibility of the permit holder.

**Risk Management and Safety**

It is crucial that safety is not compromised. Nature strip landscaping is not appropriate in all locations. Landscape design and planting must be undertaken to maintain adequate clearance, accessibility and visibility for pedestrian, bicycle and vehicular traffic when using, entering or exiting an intersection, driveway or footpath.

Any feature that is installed without a permit or is deemed by Council to be a risk to the public as a tripping hazard, a falling hazard, obstruction or other hazard, may be removed from the nature strip without consultation or warning.

**Utilities and Council Maintenance Works**

From time to time Utility companies that supply water, gas, electricity and telecommunications require access to the nature strip to perform maintenance work.

Utility companies and Council are required to make good the nature strip following maintenance work, but are not required to reinstate residential nature strips that have been landscaped with something other than grass.

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### Unauthorised landscaping

If Council is of the view that unauthorised landscaping on nature strips has occurred, it may:

- issue a Notice to Comply in accordance with Council's Local Law No. 1 – Community Amenity (Local Law) (cl 98);
- if an owner or occupier has damaged, defaced or interfered with Council Property (in breach of clause 32 of the Local Law):
  - issue an official warning;
  - issue an infringement notice in accordance with the Local Law (clauses 102 and 103, and Schedule 1); and/or
- require the owner or occupier to bring their nature strip into compliance at their own cost.

### Existing non-compliant nature strips

Existing nature strip treatments that do not meet the requirements must be brought into compliance by the owner or occupier at their own expense.

Existing landscaping cannot be taken as precedent for future approvals.

### Liability

Council will not be liable for any injury, loss, or damage sustained by an owner or occupier in the course of maintaining a nature strip.

Council will not be liable for any loss or damage to crops, plants and structures located on or over a nature strip including by reason of theft, damage, or vandalism.

### Street Trees

Council is responsible for the planting, maintenance and removal of all street trees in the urban area. Trees are managed in accordance with the Council's Tree Management Plan 2018.

### COMMITMENT

Council is committed to maintaining its infrastructure in a safe and sustainable condition. We acknowledge the value of nature strips and encourage residents to take pride in maintaining them.

### RESPONSIBILITIES

The Council

Acts as steward for Council owned and maintained assets.

Adopts Policies, Strategies and Plans.

Sets levels of service.

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**CEO and Corporate Management Team**

Ensure the Nature Strip Policy is implemented.

Ensure staff are appropriately skilled and trained to perform the required asset management functions.

**Asset Management Unit**

Oversees the development and implementation of the Nature Strip Policy.

Monitors and reviews the Nature Strip Policy and associated processes.

**Senior Officer – Referrals & Road Safety**

Acts as customer contact

Reviews submitted permits

Approves and issues permits

**Field Services unit**

Clean-up / removal of nature strips as required.

**REPORTING**

There are no reporting requirements proposed.

**MANAGEMENT FRAMEWORK**

Council will maintain a Nature Strip Landscaping Management Framework

**OTHER INTEGRATION ARRANGEMENTS**

This policy is intended to use the current Works in Road Reserves permit.

**REFERENCES**

Local Government Act 1989

Road Management Act 2004

Local Laws

Nature Strip Landscaping Guidelines

Works within Road Reserves Application

**REVIEW**

Any change or update which materially impacts and alters this policy must be by CEO approval following review by the Corporate Management Team. This policy will be reviewed in November 2020 or if there has been a material change to any relevant laws.

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**Attachment 1 – Minimum Clearances Table**

<b>Assets / features</b>	<b>Minimum clearance / restriction</b>
Access points including accessible parking bays, pedestrian ramps, steps, taxi stands, loading zones, bus zones, and train stations Vehicle parking Tactile ground surfaces	Landscaping must not be placed over or create access barriers to or from.
Intersections	10m
Pedestrian crossings	6m (6000mm)
Pedestrian pathways	1.8m (1800mm) clear walkway in commercial areas 1.5m (1500mm) clearway to be maintained, usually from property boundary PLUS a further 0.5m (500mm) buffer between landscaping and pathway in residential areas
Trees	3m from the edge of tree trunk or outside dripline whichever is greater
Street or traffic signs. Street furniture, including public seats, bicycle racks, telephones, parking meters, rubbish bins and similar. Services and utilities including fire hydrants, street tree pits or grates, light poles, utility access lids, grates, drains, vents, light wells and similar. Any building entrance including fire escapes and service entrances Other planter boxes.	1.5m (1500mm)
Driveways	1m (1000mm)
Kerb or car space	0.7m (700mm)
Rubbish, recycling and other bins	Retain clear and level ground space
In-ground gardens	Maximum height 0.5m (500mm)

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**Attachment 2 – Prohibited landscaping activities on nature strips****Synthetic Turf**

Use of synthetic turf is prohibited on nature strips within the Rural City of Wangaratta.

**Plants**

Use of Plants classified as environmental weeds, or plants that are poisonous or dangerous

**Materials**

The following materials are not permitted:

- Hard landscaping elements, such as rocks and pavers, railway sleepers, garden edging, etc
- Materials used as mulch such as straw, river pebbles, other loose stones, crushed rock or chunky woodchips that are unstable underfoot

**Impermeable surfaces**

Impermeable surfaces are not permitted in nature strips

**Structures**

Structures such as climbing frames, plant stakes, water tanks, water features, nets, ornaments and compost bins

**Irrigation or sprinkler systems**

Irrigation or sprinkler systems are not permitted to be kept within the nature strip.

**Letterboxes**

Letterboxes are not permitted to be kept within the nature strip.

**Animals**

Animals are not permitted to be kept within the nature strip.

**Vehicle Parking**

Nature strips are not intended as spaces for vehicle parking or storage of boats, caravans, trailers etc. Modifications to nature strips to incorporate parking are not supported in this Policy.

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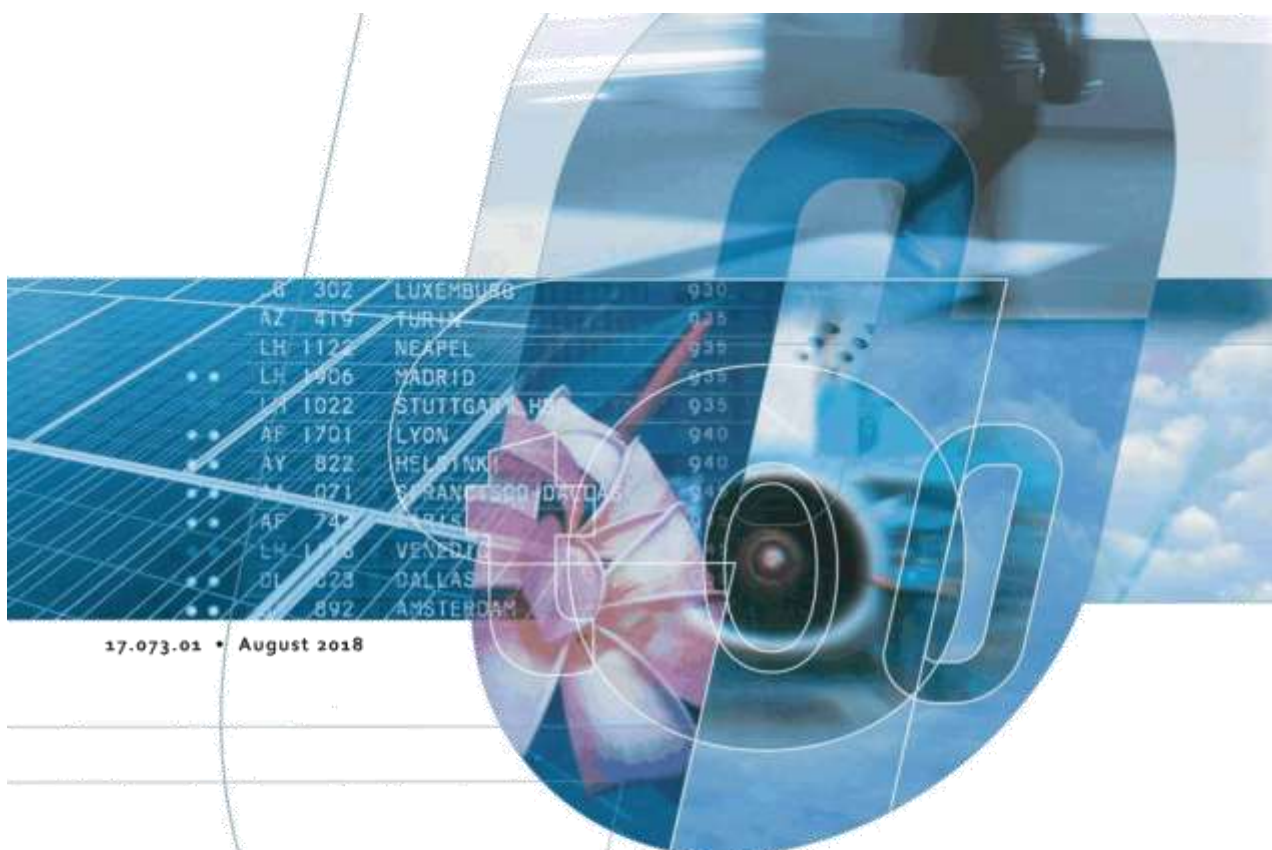
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# Wangaratta Airport Master Plan

Appendix D

ref: ML18431 - Wangaratta Airport Infrastructure Development Plan Rev B/CF/SO



## Wangaratta Aerodrome Master Plan 2017

Wangaratta Rural City Council

Aviation Consultants

**MCa** <Michael Connell & Assocs.>

**kp** kneebush  
planning

**to70**



## **Wangaratta Aerodrome Master Plan 2017**

Wangaratta Rural City Council

### **Report**

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62-68 Ovens Street  
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August 2018

10 August 2018

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## Executive Summary

The Wangaratta Aerodrome Master Plan has been created to deliver a long term planning framework, enabling the Rural City of Wangaratta to build a strategy for developing a key infrastructure asset that is valued by aviation business operators, emergency services and the recreational flying community in Victoria.

The Master Plan was developed according to the guidelines and principles laid out in the *Regional Airport Master Planning Guideline* developed by the Australian Airports Association and builds upon the original Wangaratta Aerodrome Master Plan developed in 2003. In conjunction with the *Regional & Market Context - Wangaratta Aerodrome* produced by MCA, this Master Plan will provide a supporting strategy for aerodrome land planning and development until 2037.

The vision for Wangaratta Aerodrome is:

*"To become a safe, economically viable, aviation hub, supporting regional business growth, community services and general aviation needs, while providing local employment opportunities and respecting environmental values"*

The Rural City of Wangaratta have set the following key objectives for managing and developing Wangaratta Aerodrome in support of the vision:

- Protect the airport's primary function for aviation, including land-use planning, airspace protection and preventing encroachment of other municipal activities into areas impacted by aircraft activity
- Recognise the airport as a valuable community asset through engagement and understanding of the needs and concerns of aerodrome users and tenants
- Provide appropriate infrastructure to support future development at the aerodrome based on sound economic rationale
- Ensure compliance with CASA standards and requirements as required by a registered aerodrome
- Support aviation related development on the site for private aircraft, commercial operators, and emergency services / agencies
- Support the growth of existing businesses on the aerodrome site by providing them with the facilities and resources required to find / service more customers and provide local employment opportunities
- Facilitate opportunities for future aviation related businesses on aerodrome site by reducing or eliminating barriers, and actively marketing the benefits of flying at Wangaratta



The advantages and opportunities for Wangaratta Aerodrome are:

- A long runway (1640m) in excellent condition and good all-year round flying conditions in uncontrolled airspace, providing assurance for commercial joy-flight operators and event organisers
- Established aviation businesses on site that are looking to expand, generating regional income and employment
- Enthusiastic and engaged community of aerodrome users who want to see the aerodrome expand and thrive
- Convenient location next to the highway and close to regional visitor attractions

#### Key Findings

- The business tenants located at Wangaratta Aerodrome see tremendous value in the facility and are committed for the long term. In order to keep growing they need larger facilities and more workers. Multiple tenants expressed a desire to see more young people working at the airport.
- It would be beneficial for Council to consider additional safeguarding to protect aerodrome growth and airspace. The Airport Environs Overlays (AEO) do not correspond with the published noise contours, which are very dated, and there are no Design & Development Overlays (DDO) in place to protect against structures penetrating airspace protection surfaces.
- There is limited opportunity in the short to medium term of RPT services commencing at Wangaratta due to the size of the local market and proximity to Albury Airport. Given these constraints this Master Plan has stepped back from the previous Master Plan (2003) recommendations to develop a marked passenger apron and upgrade the grass runway.
- Facilities at the aerodrome for private operators are constrained by a shortage of individual hangar facilities.
- The width of the apron taxiway strip between the Aero Club building and fuel facility is only sufficient to allow the smallest classification of aircraft (Code A). If not addressed, this will impact the most practical development opportunities north and west of the Aero Club.

#### Key recommendations of the Master Plan are:

- Review zoning and Planning Scheme controls over the aerodrome to ensure it is responsive and allows future growth and development, using land-use plan to earmark future development precincts and safeguard access to the main runway. Using this approach will enable Council to manage the strategic development of the aerodrome into areas with medium to long-term opportunities, such as tourism or transport logistics. This approach will bring Wangaratta Aerodrome planning processes into line with comparable facilities in regional Victoria.
- Assessment of all land use and development proposals around Wangaratta Aerodrome should consider NASF guidelines promulgated by the Commonwealth Department of Infrastructure, Regional Development and Cities, and are a useful tool for all airport owners and operators. These guidelines have been adopted by the vast majority of airports and aerodromes in Australia



and are integrated into infrastructure development within and adjacent to airport boundaries as well as safety planning and community noise management.

- Prepare a new ANEF as well as N contours for the aerodrome to ensure up-to-date noise exposure forecasts are available for aerodrome safeguarding purposes. This will account for changes to the aircraft types and traffic volumes that are operating from Wangaratta since the previous ANEF.
  - An updated ANEF will enable Council to validate the coverage of the AEOs currently in place and adjust them if required.
  - N contours are a method of visualising the number of aircraft noise events above a certain decibel threshold within a geographic area.
- Applying DDOs to safeguard airspace protection surfaces will ensure that any assessment of future developments will include aircraft safety factors when considering building heights.
- Focus airport development on recreational aviation, local aviation business development with future options to expand into air freight. This takes advantage of both existing onsite businesses that are looking to grow and new ventures requiring a base for operations in the region. Expansion of private and recreational aircraft facilities will also encourage further interest in commercial aviation activity such as a private flight school, joy flights and tourism charters
- Leverage local interest in historical aviation, warbird aviation and networking connections with Temora to generate visitor interest. This would build upon the vintage aircraft restoration and flying activity that already occurs at Wangaratta Aerodrome on an ad-hoc basis, including several events covered in the media where RAAF veterans were given the opportunity to experience aircraft that they flew operationally. Discussions with Temora Historical Flight Club and Temora Aviation Museum have identified potential interest in hosting events and static displays at Wangaratta on an organised basis. Given the popular reception that unadvertised flying demonstrations have received, there is potential to generate considerable public interest, which could be supported by local community groups.
- Based on the traffic numbers provided by Air Ambulance Victoria, Council should investigate the case for providing a patient transfer station at the aerodrome where health services could provide care to patients boarding or disembarking from aircraft.

The concepts and development opportunities highlighted in the 2017 Master Plan have been examined by Michael Connell & Associates, who have presented the economic rationale supporting these plans in the Wangaratta Aerodrome – Business Case Report.

## 1 Overview

Wangaratta Aerodrome is located 7km directly south of the city, close to the Hume Highway and is owned and operated by the Rural City of Wangaratta (Council). The aerodrome was opened in 1984 on a site purchased by the City of Wangaratta in 1982. The site was a bus terminal before being converted into an aerodrome.

The aerodrome has two runways, one sealed (18/36 1,640m) and one grass (09/27 530m), providing for general aviation, emergency services and occasional RAAF flights. Wangaratta aerodrome is the only aerodrome serving the municipality. Airport facilities include a Regular Public Transport (RPT) apron, General Aviation (GA) apron and a terminal facility and various aviation support facilities. At present, the aerodrome does not host any RPT services.



Figure 1 - Wangaratta Aerodrome

### 1.1 Purpose and Objectives of the Master Plan

The Wangaratta Aerodrome Master Plan 2017 is the key strategic document which underpins all activities and decisions of Council in relation to the development of the aerodrome. It communicates Council's long-term future planning intentions and describes future development opportunities. The Master Plan also needs to reflect consultation with the local community and airport users, as well as environmental and regulatory obligations.

A previous Master Plan was developed in 2003 and has not been updated since its initial publication. The Wangaratta Aerodrome Master Plan 2017 aims to build on the previous Master Plan, encompassing a 20-year planning horizon, covering existing aerodrome facilities as well as areas adjacent to the site that could be affected by any future developments or changes to planning overlays.

### 1.2 Strategic Vision and Objectives

In consultation with key stakeholders the following vision statement and objectives were providing broad guidance and direction for the future development of Wangaratta Aerodrome.





The vision for Wangaratta Aerodrome is:

*"To become an economically viable aviation hub, supporting regional business growth, community services and general aviation needs, while providing local employment opportunities and respecting environmental values"*

The key objectives for Wangaratta Aerodrome are:

- Protect the airport's primary function for aviation
- Recognise the airport as a valuable community asset
- Ensure planning and provision of appropriate infrastructure
- Ensure compliance with CASA standards and requirements
- Support aviation related development on the site
- Support the growth of existing businesses on the aerodrome site
- Facilitate opportunities for future aviation related businesses on aerodrome site

### 1.3 Methodology and Consultation

The Wangaratta Aerodrome Master Plan 2017 has relied upon internal Council resources, external expertise, as well as extensive stakeholder consultations. The final goal to develop a shared vision and future direction for the aerodrome was the driver for this approach.

A review of previous Master Plans, key strategic documents and studies was completed to understand the background and current situation of the aerodrome. The project team used the Regional Airport Master Planning Guideline developed by the Australian Airports Association's (AAA) as the framework for the preparation of the Wangaratta Aerodrome Master Plan 2017. The Master Plan was prepared using a four-stage process:



Figure 2 - Master Plan development stages

The team conducted an initial site investigation to capture the current operation and condition of the aerodrome. To70 completed a desktop study of publicly available information and data provided by Council to understand the current situation of the aerodrome, including but not limited to:

- Rural City of Wangaratta Municipal Land Strategy, 2004
- Wangaratta Freight and Land Use Study, 2016
- Economic Development Strategy 2016-2020
- Wangaratta Planning Scheme
- Wangaratta Aerodrome Master Plan Development, 2003
- Victorian Planning Scheme Overlays and Zoning Plans





To70 scheduled one-on-one consultation with a variety of key stakeholders, as part of the community engagement process, to identify the key issues and opportunities required to develop an achievable vision and future direction for Wangaratta Aerodrome. Council organised a workshop to conduct a SWOT review and facilitate further discussion on the future direction and development of the aerodrome. Key stakeholders consulted included internal and external parties, landowners, existing airport lessees and freeholder owners and other interested organisations or individuals. Section 3.10 – Stakeholder Consultation covers the process in detail.

The Master Plan Final Draft includes the findings and outcomes of the stakeholder consultation process and incorporates feedback into future plans. Stakeholders and the general public will have further opportunity for providing feedback during the public display of the Master Plan.

#### 1.4 Report Structure

The Master Plan is a comprehensive document that provides a framework for future planning of Wangaratta Aerodrome and is structured into the following sections:

Table 1 - Master Plan structure and contents

	Section	Description
	Executive Summary	
1	Overview	<ul style="list-style-type: none"> <li>Brief description</li> <li>Definition of objective and purpose of Master Plan</li> <li>Methodology</li> </ul>
2	Master Plan context	<ul style="list-style-type: none"> <li>Background of the aerodrome</li> <li>Historical and social economic context of the aerodrome</li> <li>Regulatory and policy context</li> <li>Review of previous/current Master Plan</li> </ul>
3	Current situation	<ul style="list-style-type: none"> <li>Description of current airport site, facilities, activities</li> </ul>
4	SWOT analysis	
5	Critical airport planning parameters	<ul style="list-style-type: none"> <li>Estimation of future traffic growth</li> <li>Description of future aerodrome requirements and considerations</li> </ul>
6	Aerodrome Land Use and Development Plan	<ul style="list-style-type: none"> <li>Key land use precincts</li> <li>Definition of a 20-year land use plan</li> <li>Overview of the 20-year aerodrome development including facilities, ground transport, environmental, heritage and safeguarding plans</li> </ul>
7	Implementation plan	<ul style="list-style-type: none"> <li>Project implementation roadmap with trigger points</li> </ul>



## 2 Master Plan context

This section sets out the context for the Master Plan including the regulatory and policy environment that applies to the aerodrome.

### 2.1 Historical background

Wangaratta Aerodrome opened in 1984 on land purchased by the City of Wangaratta in 1982, replacing the previous aerodrome which was constrained both by the area of the site and by its proximity to residential areas in the City. A transport company, Delux Coaches, used the current terminal building as a terminus, which generated business for an on-site café and visitor traffic for Drage's Airworld, an historic aircraft museum located in the large hangar at the southern end of the apron and connected to the terminal.

When Delux Coaches ceased operations the museum and café could no longer generate enough custom to remain viable, resulting in the closure of both businesses, and the sale of the aircraft collection.

Precision Aerospace purchased the freehold for the hangar used by the museum and uses the facility for restoration of historic aircraft, specialising in the P40 Kittyhawk.

### 2.2 Regional context

Wangaratta is located in North-East Victoria and encompasses the Alpine Valleys of the King and lower Ovens Rivers. The Wangaratta Local Government Area (LGA) is part of the Hume Region and Hume Central Subregion, which comprises of four LGAs – Wangaratta, Benalla, Alpine and Mansfield.

Wangaratta Aerodrome is the closest airport serving Wangaratta and there are other airports within a one-hour drive that provide alternatives for local and regional residents. Albury Airport is 85 kilometres north-east of Wangaratta Aerodrome and is a major regional gateway, providing RPT to capital cities, chartered flights, and pilot training services. A regional airport is also located in Benalla, which is of similar size to Wangaratta Aerodrome and offers similar facilities in addition to extensive gliding operations for which it is well known. There is a landing strip located at Milawa which is used by Brown Brothers as well as other private landing strips owned by private individuals.



Figure 3 - Rural City of Wangaratta



Figure 4 - Hume Central Subregion

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**2.3 Socio-Economic context**

Wangaratta has a total population of 28,310 residents, which accounts for 44% of the Hume Central Subregion's residents. Population growth in the Wangaratta region is currently significantly above that forecast in the State Government of Victoria long term population projections for local government areas.

Wangaratta possesses a diverse workforce with a wide range of skills and strengths, particularly in the agriculture, manufacturing, food/wine, tourism, business services, transport / logistics, and health and education industries. Wangaratta currently provides around 11,200 local jobs in 3,000 businesses producing a gross regional product estimated at \$1.46 billion. Figure 6 details the industry sectors in Wangaratta.

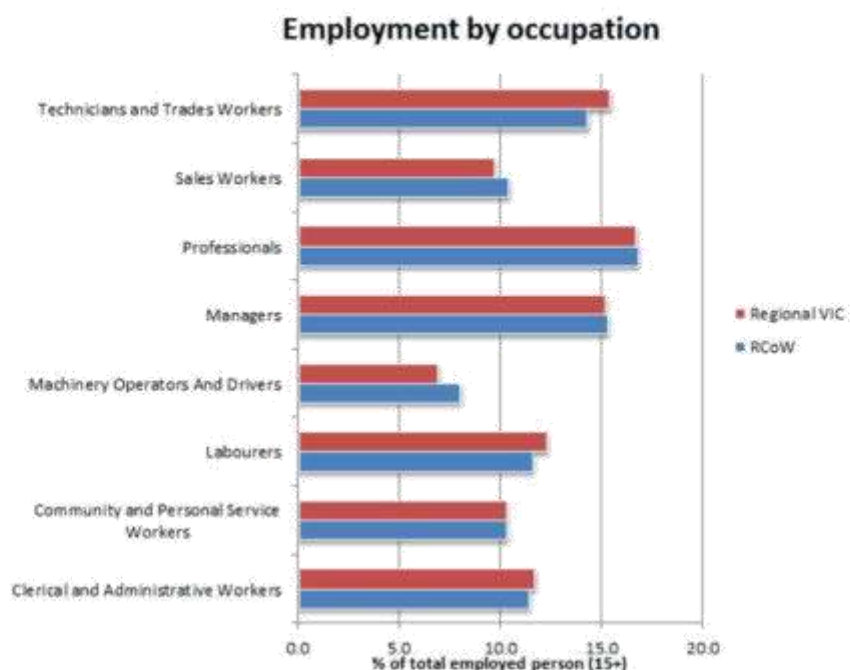


Figure 5 - Employment by occupation (Source: Rural City of Wangaratta Economic Development Strategy 2016-2020)

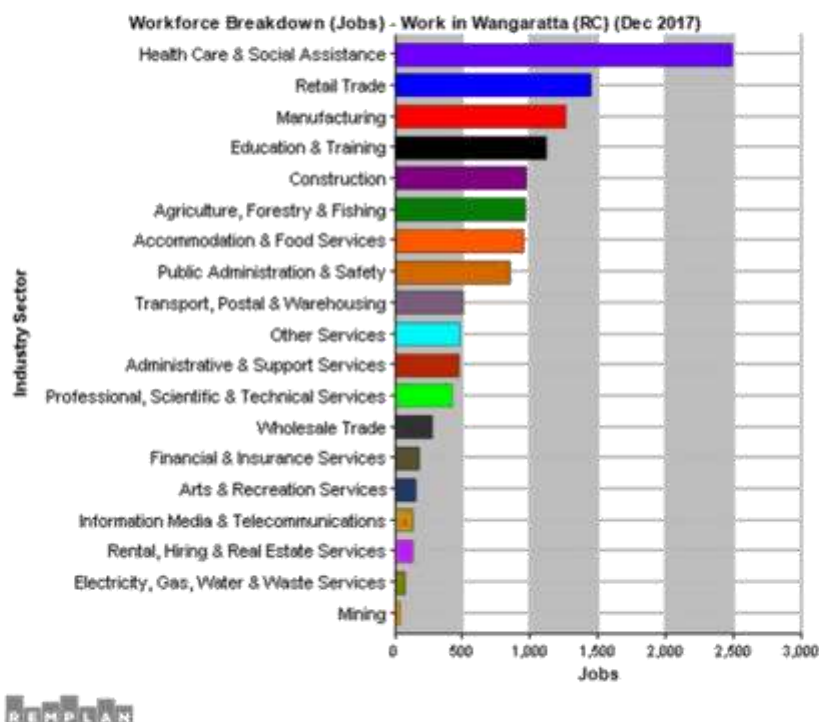


Figure 6 - Industry sectors in Wangaratta (Source: Rural City of Wangaratta Economic Development Strategy 2016-2020)

Tourism is one of the leading growth sectors for the Hume Region with over 6.5 million domestic visitors generating tourism expenditure exceeding \$1.3 billion per annum. Tourism products in Wangaratta and the broader region focuses on the Murray River, alpine environments, valleys, snow fields, cycling, historic sites and fine foods and wine.

There are several successful local businesses currently operating at Wangaratta Aerodrome. Aviation based businesses on site comprise Border Aerospace Fabrication (fabrication and restoration), North East Aviation (aircraft maintenance and servicing) and Classic Air Adventures (aviation tourism and classic aircraft restoration). These businesses have established a solid client base due to providing much needed services in the region and Victoria. These companies are well positioned for further growth subject to the availability of suitable facilities at Wangaratta Aerodrome.

The airport plays an important role in accommodating and supporting the following activities and services:

- Emergency services (including significant use by Air Ambulance Victoria)



- Charter services
- Recreational aviation businesses (i.e. joy flights provided by Classic Air Adventures and Air Combat Australia)
- Private recreational aviation and aircraft storage
- Pilot training (provided by the Wangaratta Aeroclub)
- Heritage conservation / tourism (Warbird joy flights, maintenance, and restoration)

As a regional airport, Wangaratta Aerodrome plays a vital role in sustaining the regional economy and providing various social benefits, such as enabling access to specialist health, education, regional emergency services, commercial and recreational facilities and facilitating social connections.

### Key Social Contributions to the Local Economy

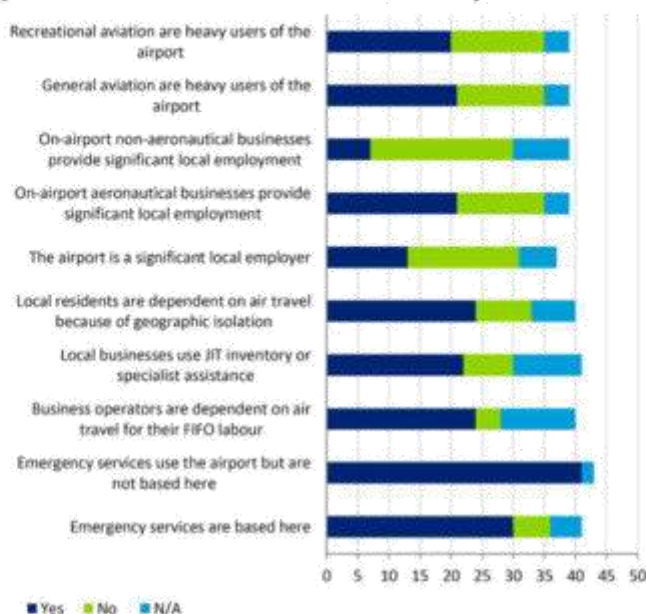


Figure 7 - Social contributions of a regional airport (Connecting Australia – The Economic and Social Contributions of Australia's Airports, March 2012, Deloitte Access Economics)

Currently there are limited direct air freight shipments to / from Wangaratta Aerodrome as freight shipments are usually shipped by road to and from major airport hubs (Melbourne Airport is three hours by road). The Rural City of Wangaratta Economic Development Strategy 2016-2020 acknowledges Wangaratta Aerodrome as a valuable asset and its potential to support a logistics-based facility to leverage the growth in air freight demand, as well as its strategic location adjacent to the Hume Highway.





## 2.4 Regulatory context

### 2.4.1 Civil Aviation Safety Authority (CASA)

CASA is the authority responsible for the implementation and enforcement of safety regulations for civil aviation operations in Australia. Their authority is derived under the Civil Aviation Act 1988 and promulgated through Civil Aviation Safety Regulations 1988 (CASRs). CASA has powers to protect operational airspace or to curtail aircraft operations if they believe safety is compromised.

CASR Part 139 prescribes the requirements for aerodromes used in air transport operations. The Manual of Standards (MOS) Part 139 Aerodromes is made pursuant to CASR Part 139 and sets out the detailed standards and operating procedures for aerodromes used in air transport. The manual provides the rules, mandatory standards, procedures, and guidance information relating to the planning, design, and operation of Airports.

CASA conducts periodic inspections (surveillances) to ensure airport and aircraft operators meet their responsibilities under MOS 139. Aspects of aerodrome safety relevant to Wangaratta include;

- Aerodrome operation and maintenance
- Protection and use of runways, taxiways, and other movement areas
- Protection of airfield airspace
- Hazard and wildlife control
- Administration

The MOS 139 is currently under review to ensure that it aligns with current regulatory policy (including ICAO), industry developments and technology changes.

Wangaratta Aerodrome is a registered aerodrome meaning it must meet the following requirements:

- A trained Aerodrome Reporting Officer (ARO) employed to carry out aerodrome safety functions
- Published aerodrome details and NOTAMS in the En-Route Supplement Australia (ERSA)
- OLS obstacle monitoring.
- If RPT or charter operations with more than 9 passenger seats are introduced an Aerodrome Safety Inspection is required.

### 2.4.2 Airservices Australia (Airservices)

Airservices has responsibility for the management of airspace and air traffic, and to provide Australia's network of aviation users with facilities for aircraft navigation, communication and surveillance. Local governments are encouraged to seek advice from Airservices on any development that has the potential to impact an aviation facility's sensitive areas such as landing and navigational areas.

### 2.4.3 Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth) (EPBC Act)

The EPBC Act provides a legal framework to protect and manage nationally and internationally significant flora, fauna ecological communities and heritage places.





#### **2.4.4 Planning and Environment Act 1987**

The aerodrome is subject to planning policies and controls under the Planning and Environment Act 1987, which sets out broad objectives for planning in Victoria, and key planning procedures and systems. The Act establishes the following:

- The planning scheme system, which sets out how land may be used and developed
- Victoria Planning Provisions that set out the template for the construction and layout of planning schemes
- The procedures for preparing and amending the Victoria Planning Provisions and planning schemes
- The procedures for settling disputes, enforcing compliance with planning schemes and, and other administrative procedures

#### **2.4.5 Environment Protection Act 1970 (Victoria)**

The Environmental Protection Act aims to protect the environment in the state of Victoria through a legal framework. It applies to noise emissions, air, water and land in Victoria, the sea along the Victorian coast and the discharge of waste to the Murray River. The Act covers the following environmental issues:

- Pollution of air, land and water
- Waste
- Litter
- Noise
- Motor vehicles
- Hazardous chemicals
- Environmental audits

#### **2.4.6 Local Government Act 1989 (Victoria)**

As a Council, owned asset, the aerodrome is subject to the requirements of the Local Government Act 1989. This applies to the sale, lease, transfer exchange and use of land. Council must operate in accordance with the Local Government Act.

### **2.5 Policy context**

This section details the relevant policies that influences the future use and development of Wangaratta Aerodrome. It is important to ensure that the Master Plan is consistent with the existing planning policies, strategic objectives and guidelines.

#### **2.5.1 National Airports Safeguarding Framework (NASF)**

The NASF is a national land use planning framework that aims to:

- Improve community amenity by minimising aircraft noise-sensitive developments near airports; and
- Improve safety outcomes by ensuring recognition of aviation safety requirements in land use planning decisions.



NASF was developed by the National Airports Safeguarding Advisory Group (NASAG), comprising Commonwealth, State and Territory Government planning and transport officials, the Australian Government Department of Defence, the Civil Aviation Safety Authority, Airservices Australia, and the Australian Local Government Association.

NASF was convened by Commonwealth, State and Territory Ministers at the Standing Council on Transport and Infrastructure (SCOTI) meeting on 18 May 2012. The agreement represents a collective commitment from Governments to ensure that an appropriate balance is maintained between the social, economic and environmental needs of the community and the effective use of airport sites. The Framework applies at all airports in Australia and affects planning and development around airports, including development activity that might penetrate operational airspace and/or affect navigational procedures for aircraft. Pursuant to the SCOTI agreement, it is the responsibility of each jurisdiction to implement the Framework into their respective planning systems.

NASF is comprised of a set of seven principles and seven guidelines. The NASF principles are:

- Principle 1: The safety, efficiency and operational integrity of airports should be protected by all governments, recognising their economic, defence and social significance
- Principle 2: Airports, governments and local communities should share responsibility to ensure that airport planning is integrated with local and regional planning
- Principle 3: Governments at all levels should align land use planning and building requirements in the vicinity of airports
- Principle 4: Land use planning processes should balance and protect both airport/aviation operations and community safety and amenity expectations
- Principle 5: Governments will protect operational airspace around airports in the interests of both aviation and community safety
- Principle 6: Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures
- Principle 7: Airports should work with governments to provide comprehensive and understandable information to local communities on their operations concerning noise impacts and airspace requirements.

The seven guidelines are:

- Guideline A: Measures for Managing Impacts of Aircraft Noise
- Guideline B: Managing the Risk of Building Generated Windshear and Turbulence at Airports
- Guideline C: Managing the Risk of Wildlife Strikes in the Vicinity of Airports
- Guideline D: Managing the Risk of Wind Turbine Farms as Physical Obstacles to Air Navigation
- Guideline E: Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports
- Guideline F: Managing the Risk of Intrusions into the Protected Airspace of Airports
- Guideline G: Protecting Aviation Facilities – Communication, Navigation and Surveillance (approved Nov. 2016)



Additional guidelines relating to Public Safety Zones and helicopter operations are proposed to be released by NASAG in the near future.

Copies of the full set of current guidelines can be found on the Department of Infrastructure and Regional Development's website at the following address:

[www.infrastructure.gov.au/aviation/environmental/airport\\_safeguarding/nasf/](http://www.infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf/).

#### **2.5.2 State Planning Policy Framework**

The State Planning Policy Framework (SPPF) aims to ensure that appropriate land use and development policies and practices are implemented in the planning objectives in Victoria, ensuring a balance between community benefits, in terms of environmental, social and economic aspects, and a sustainable development.

The following SPPF policies apply to airport use and development:

##### *Clause 18.04-2 Planning for Airports*

In order to reinforce and protect the economic and infrastructure value in Victoria, this clause includes the following strategies:

- Protecting airports from incompatible land-uses.
- Ensuring that in the planning of airports, land-use decisions are integrated, appropriate land-use buffers are in place and provision is made for associated businesses that service airports.
- Ensuring the planning of airports identifies and encourages activities that complement the role of the airport and enables the operator to effectively develop the airport to be efficient and functional and contributes to the aviation needs of the State.

##### *Clause 18.04-3 Planning for airfields*

This clause reinforces the role of airfields as key centres of the State's economic and transport infrastructure. In order to facilitate the siting and extension of airfields and restrict incompatible land use and development in their proximity, this clause includes the following key approaches:

- Avoid the construction of new airfield in areas that could have a greater long-term value for other purposes.
- Integrate the location planning, nearby existing and potential development and the ground transportation system within the airfield operations.
- Avoid that existing and potential development prejudice the safety or efficiency of the airfield operations.
- Regulations take into negative effects from aircraft operations (such as aircraft noise) on the land in the proximity of the airfields.
- Avoid that existing and potential development prejudice any future extension or development of an airfield in accordance with an approved strategy or master plan.

#### **2.5.3 Municipal Strategic Statement**

The Municipal Strategic Statement (MSS) is part of the Wangaratta Planning Scheme and is similar to the SPPF, however applied at a local government level, with policies that reflect the planning objectives in the municipality.



The Wangaratta MSS suggests there is potential for Wangaratta Aerodrome to host a freight logistics facility for the packaging and distribution of regional product. However, this would require an upgrade to the utilities at the aerodrome site to support the facility.

Given the potential, the planning scheme provides a general strategic direction for Wangaratta Aerodrome to support, promote and develop freight logistics capability at Wangaratta Aerodrome.

#### **2.5.4 Rural City of Wangaratta Economic Development Strategy 2016-2020**

The economic development strategy acknowledges Wangaratta Aerodrome as a valuable asset and its potential to support a logistics centre. One of the key opportunities discussed in the development strategy is the development and promotion of Wangaratta Aerodrome as a successful aviation enterprise.

#### **2.6 Previous Master Plan**

The publication of the previous Wangaratta Aerodrome Master Plan in 2003 detailed a long-term planning strategy for the aerodrome. The 2003 Master Plan noted a reduction in growth due to the decline in charter services operating from the aerodrome, with an increase in flights undertaken by the Wangaratta Aero Club. Using the national projected growth rate for general aviation of 2%, it estimated that 23,475 movements would occur per annum by 2032.

The key development initiatives outlined in the 2003 Master Plan included the following:

- Upgrading the apron to accommodate Code C aircraft
- Inclusion of apron stand markings
- The reservation of vacant land to the north of the current terminal for terminal building expansion, triggered by demand for RPT services
- Vacant land towards the north of the current existing car park to be future parking space, once parking demand requires it
- Installation of an emergency power generation system at the aerodrome
- Regrading of the grass runway (runway 09/27)
- Construction of a portion of the parallel taxiway to the 18/36 runway
- Construction of a portion of the parallel taxiway to runway 09/27

The proposed land use plan in the previous Master Plan included a concept plan which detailed proposed developments such as the National Sport Aviation Centre, Aviation Industry and Specialist Training Facility

and Hangar/Aviation Related Storage. Future planning included a concept plan for a runway extension to the southern end of RWY 18/36.

Much of the proposed land use plan was not realised as a result of changes in political and economic conditions and the aviation environment in Australia. The 2017 Master Plan has considered the previous document in developing an updated land use strategy, tailored to current conditions, stakeholder feedback and future requirements.

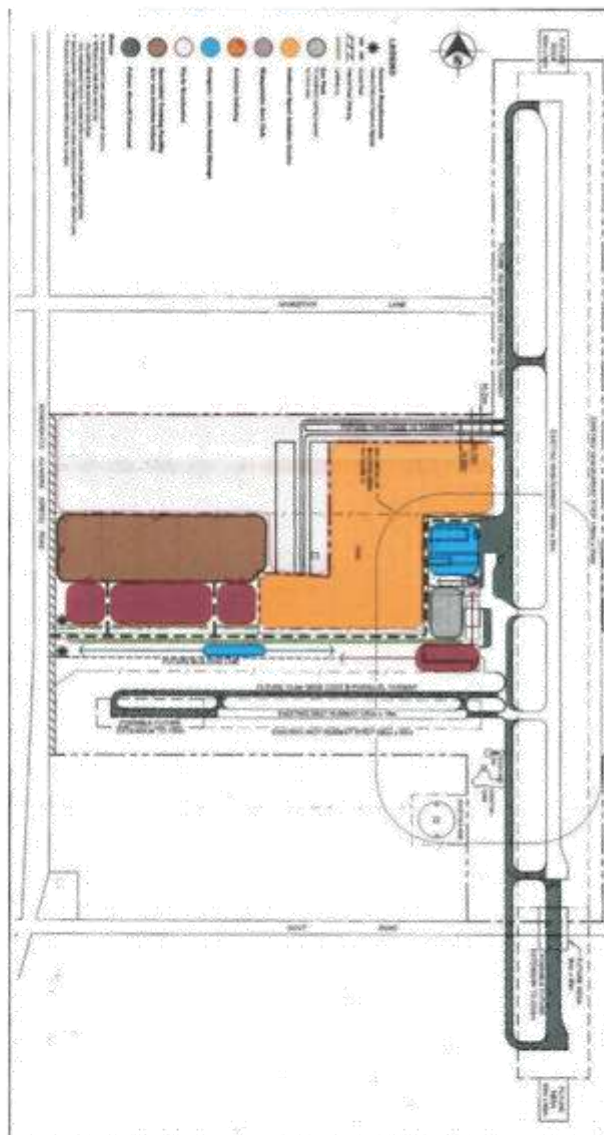


Figure 8 - Land use plan from previous Master Plan



### 3 Current situation

The following section provides information regarding the existing situation, including site conditions at the aerodrome and surrounding land context. It also includes a SWOT analysis.

#### 3.1 Ownership and management

Wangaratta Aerodrome is owned and operated by the Council. The aerodrome currently accommodates a number of businesses, an Aero Club, and recreational flyers that operate at the aerodrome and utilise the facilities.

#### 3.2 Site description

Wangaratta Aerodrome is located along the Wangaratta – Kilfeera Road (Greta Rd) and 1.5km south of the Hume Freeway. The aerodrome site is currently zoned as Public Use Zone – Transport (PUZ4) under the Wangaratta Planning Scheme.

The aerodrome is equipped with two runways, one sealed (RWY 18/36 1,640m) and one grass (RWY 09/27 530m), providing general aviation, emergency services and occasional RAAF flights.

Wangaratta Aerodrome is the only aerodrome serving the City of Wangaratta. Aerodrome facilities include a parallel taxiway apron, terminal facility, three commercial hangars, a public hangar for aircraft storage and a few tie-down areas. An aircraft refuelling facility is also available adjacent to the apron. At present, the aerodrome does not support any RPT services.



Figure 9 - Wangaratta Aerodrome aerial view

### 3-3 Surrounding land

The aerodrome is located on a 117-hectare site and is surrounded by private rural land zoned as farming land (FZ). The Hume Freeway is located directly north of the aerodrome, as illustrated in Figure 10. There are several private residences located within the farming zones surrounding the aerodrome, and potentially livestock. The noise impacts of aerodrome activities should take these into consideration



Figure 10 - Zoning plan

Wangaratta town centre and residential area is located 7km north of the aerodrome site ensuring that encroachment and aircraft noise impacts are minimal. The surrounding terrain does not present any physical constraints in the future development or expansion of the aerodrome.

Planning for a housing development has commenced along Clarkes Lane, 3km to the north of the threshold of RWY 18. Although impacts of this development are not significant, it is an early indication that urban development is moving towards the aerodrome. Any residential development or construction of noise sensitive receptors (such as schools and medical facilities) south of Clarkes Road could potentially encroach into the noise contours for Wangaratta Aerodrome and constrain future growth opportunities. It is a recommendation of this Master Plan that **a new ANEF and N-contours be prepared for the aerodrome to inform future land use planning in this area**. Section 6.6 provides further detail with regards to airport safeguarding.

The surrounding land, including the aerodrome site, is subject to an inundation and flood overlay (FO), detailed in Figure 11. North East Catchment Management Authority (NECMA) have indicated a potential change in the flood overlay in the near future. The areas at both ends of RWY 18/36 are also protected by an



Airport Environs Overlay (AEO), extending from both ends of the runway. There is, however, no Design & Development Overlay (DDO) in place protecting airspace surfaces.



Figure 11 - Development Overlays

### 3.4 Existing activities

This section describes the current aviation related and non-related aviation activities at Wangaratta Aerodrome, including any events and festivals.

#### 3.4.1 Aviation activities

Aviation activity at the aerodrome consists of flights from local and regional light and recreational aircraft owners, Air Ambulance Victoria and occasional charter flights. In addition, customers for the aircraft maintenance, fabrication and restoration businesses also operate at the aerodrome. A number of recreational and pleasure flights operate at Wangaratta, including light aircraft, warbirds and jet trainers.

Tourism currently attracts a number of charter flights into Wangaratta Aerodrome. The proximity of Wangaratta to the snow fields in the Victorian Alps makes it a convenient location and attracts approximately three to four charter flights per year. A range of winery tours nearby Wangaratta, such as Brown Brothers, also attract charter flights from cities such as Melbourne and Brisbane.

The Wangaratta region is known for several events and festivals that attract visitors from Melbourne and beyond, throughout the year, listed in Table 2 below.



Table 2 - Wangaratta major activities and events

January	Wangaratta Sports Carnival Opera in the Alps - Beechworth
February	Wangaratta Speedway Racing Wangaratta Marathon & Fun Run
March	Melbourne Food & Wine Festival – Longest Lunch GM Show & Shine
April	Easter Holidays Brown Brothers Easter Festival Pizzini Wines Easter Sunday Family Fun Day Golden Horseshoe Festival – Beechworth Bright Autumn Festival – Bright (extends into May)
May	Winton Valley Raceway
June	Rutherglen Winery Walkabout Glenrowan Trails, Tasting & Tales Festival King Valley Weekend Fit for a King King Valley Art Show Snowfields – Opening Weekend
July	Snowfields visitors
August	Sam Miranda Tour of the King Valley Victorian Junior Cycling Championships Snowfields visitors
September	Annual Spring Rally, Vintage Cars Snowfields visitors
October	Glenrowan Winemakers Show
November	Brown Brothers Annual Wine & Food Festival Wangaratta Festival of Jazz King Valley Wines – La Dolce Vita Festival Bright's Iconic Rod Run - Bright
All Year Round	Murray to Mountains Rail Trail Wine Regions – King Valley, Milawa, Glenrowan World Class Mountain Bike Trails – Beechworth / Bright Ned Kelly Touring Route Winton Wetlands - Benalla

The Victorian Jet Aerospace Association Inc. (VJAA) currently hosts events at Wangaratta Aerodrome three times per year, attracting 30-50 pilots, predominantly from Victoria, South Australia and New South Wales. These events consist of two-day weekend events held in July, September, and October. A larger three-day event is organised in April, drawing pilots from all parts of Australia and internationally. These events are organised in conjunction with Wangaratta Aerodrome and require CASA approval.



There were several impromptu warbird and historic aircraft displays operated by restoration and recreational aircraft enthusiasts which attracted local visitors from Wangaratta to the aerodrome to spectate. This supports the feedback that the local community considers the aerodrome an asset.

#### **3.4.2 Non-aviation activities**

There is a motorcycle license training course provider, RideSmart, which operates within a cordoned off area adjacent to the car park. This business operates mainly on weekends and uses a room at the Aero Club as an office.

#### **3.4.3 Summary of aerodrome activities**

In summary current activities at the aerodrome include the following:

- Aircraft repair, maintenance, fabrication, and restoration
- General aviation
- Events
- Recreational flying (i.e. Joy flights)
- Emergency services and patient transfer
- Flight training
- Charter flights
- Motorcycle license training

### **3.5 Existing facilities**

The current facilities at Wangaratta Aerodrome include the following:

- A. 1640m sealed runway (18/36) Code 3C classification
- B. 530m grass runway (09/27) Code 1B classification
- C. 15m wide taxiways Code C
- D. Terminal building with commercial kitchen
- E. Apron/apron taxiway in front of the terminal Code C classification
- F. Parallel taxiway Code A classification
- G. Grassed tie-down areas for light aircraft parking
- H. Three commercial hangars
- I. Hobby hangar for private aircraft storage
- J. Aero Club building
- K. Car parking area
- L. Aircraft fuelling facility
- M. Decommissioned Non-Directional Beacon
- N. Illuminated wind indicator
- O. Decommissioned caravan park
- P. Strengthened helicopter apron



Figure 12 - Existing aerodrome facilities

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### 3.5.1 Runway specifications

The aerodrome has two runways comprising a main runway and a secondary runway. The characteristics of each runway are detailed in Table 3.

Table 3 - Existing Runway Characteristics

	RWY 18/36	RWY 09/27
Runway Length	1640m	530m
Runway Width	30m	18m
Pavement Type	Flexible	Unsealed
Pavement Surfacing	Sprayed Seal	Grass
Runway Strip Width	150m	60m
Take-off distance available (TODA)	18 - 1700m	09 - 560m
	36 - 1700m	27 - 560m
Take-off Run Available (TORA)	18 - 1640m	09 - 530m
	36 - 1640m	27 - 530m
Accelerate-Stop Distance Available (ASDA)	18 - 1640m	09 - 530m
	36 - 1640m	27 - 530m
Landing Distance Available	18 - 1640m	09 - 530m
	36 - 1640m	27 - 530m
Pavement Classification Number (PCN)	PCN 12/F/B/800 (116 PSI) /T	Unrated

The runway strip for RWY 18/36 is 150m wide, consistent with a Code 3C classification. The clearance of the runway centreline to the centreline of the parallel apron taxiway is 112m, which is suitable for current non-precision runway operations. The primary runway has a published RNAV (GNSS) non-precision approach procedure for Runway 18.

### 3.5.2 Taxiways

Two 15m wide, Code C taxiways link the apron/apron taxiway to RWY 18/36. The pavement strength and characteristics are not available.

The parallel taxiway apron is wide enough to accommodate Code A aircraft, given the apron taxiway centreline to building clearance of 17.9m at the narrowest point.

### 3.5.3 Terminal building

The terminal building was constructed in 1984 as a facility for the coach transport company and has an overall size of approximately 900m<sup>2</sup>. It contains a lounge, full catering facilities, and can accommodate 40 people in the lounge area.

The existing building is more than adequate for current charter and event activity conducted at the aerodrome and remains unused for most of the time. Council are seeking a more productive medium to long-term role for this facility.





There is an internal link from the terminal building to the "Classic Air Adventures" commercial hangar, which Council leased to the freehold owner. This access is due to be removed due to building regulations and the terms of the lease arrangement.

#### **3.5.4 Apron / apron taxiway**

Wangaratta Aerodrome does not have a dedicated apron for aircraft parking, instead using the apron taxiway directly east of the terminal building as an aircraft parking area. The width of the apron / apron taxiway is sufficient to accommodate Code C aircraft between the two taxiways linking to RWY 18/36.

The current pavement strength of the apron / apron taxiway is unknown. The apron pavement was resurfaced in 2015 and some smaller fill has not been sufficiently sealed, resulting in some stone chips striking propellers, which can damage aircraft (i.e. stones and gravel chips can cause moderate damage to wooden propellers).

#### **3.5.5 Aircraft parking**

The hobby hangar is located north of the Aero Club building and consists of individually owned hangars by local residents and members of Wangaratta Aero Club, providing private aircraft parking. Several grass tie-down areas adjacent to the aircraft fuelling and north of the hobby hangar provide additional temporary parking for light aircraft. The current aircraft parking facilities are reaching capacity.

#### **3.5.6 Commercial hangars (aircraft maintenance, restoration and fabrication facilities)**

There are three commercial hangars located at Wangaratta Aerodrome. Various aircraft maintenance, fabrication and restoration businesses operate out of the commercial hangars. The larger commercial hangar located adjacent to the terminal building also provides recreational warbird and historical aircraft flights in addition to restoration and fabrication services.

#### **3.5.7 Aero Club building**

Wangaratta Aero Club occupy a building approx. 300m<sup>2</sup>, facing the parallel taxiway, south-west of the refuelling facility.

Members formed the club in the 1950s and relocated to the existing aerodrome during the 1980s. The building is used by members and visiting aviators for flying activities and socialising. The Aero Club also has an arrangement with RideSmart to use office space. The Aero Club building is conveniently located near the hobby hangar, where several Aero Club members store aircraft. The Aerodrome Weather Information Service (AWIS) and other backend equipment are located in the Aero Club building.

#### **3.5.8 Car parking area**

The car parking area is located in front of the terminal building, accessible via Brian Higgins Drive. The capacity of the car park is around 180 spaces. The western side of the car park is cordoned off for motorcycle license training.

#### **3.5.9 Aircraft fuelling facility**

The aircraft fuelling facility is located on the eastern side of the parallel taxiway, opposite the hobby hangar. The facility was constructed in 2011/12 by Skyfuel, who still own and operate the business, which is a self-serve bowser paid by card. The facility currently provides Jet A1 fuel and Avgas.



Due to the parallel taxiway width, there are limitations for larger aircraft access the facility and potential blocking of taxiway access by refuelling aircraft.

#### **3.5.10 Navigation aids**

Navigational aids at Wangaratta Aerodrome include the following:

- Pilot Activated Runway Lighting
- Illuminated Wind Indicator
- Aerodrome Frequency Response Unit (AFRU)

Aerodrome lighting consists of the following:

- 18/36 Runway edge lighting
- 18/36 Runway threshold lighting
- 18/36 Runway end lighting
- Taxiway Edge lighting

#### **3.6 Ground transport access**

The only road access to the aerodrome is Brian Higgins Drive, off Greta Road, which leads to the car park. The road access has been subject to flooding in the past, potentially restricting access for some vehicles to the aerodrome site. It was noted that aerodrome should have appropriate signage at the aerodrome entrance.

Consultation with local aerodrome users have indicated the desire to reduce the speed limit on Greta Road, Brian Higgins Drive and the carpark. Council have commenced the process of reducing the limit on Brian Higgins Drive, including signage. The speed limit on Greta Road is set by VicRoads and Council are still determining whether to pursue this option.

#### **3.7 Utility services**

Water, electricity, and telecommunication services are currently available at the aerodrome site and are reticulated from the city supply. The aerodrome is serviced by the National Broadband Network (NBN).

#### **3.8 Environmental values**

##### **3.8.1 Biodiversity**

A query using the EPBC Act Protected Matters online reporting tool has identified three protected ecological communities, and various endangered species close to the aerodrome site, highlighted in Table 4. However, no protected species or areas have been identified on the aerodrome site. There are no known species of flora or fauna that will be affected by future development at Wangaratta Aerodrome, based on the Overlays in the Planning Scheme, and any future development would include the appropriate environmental safeguards.





Table 4 - Endangered habitats and species occurring in the area

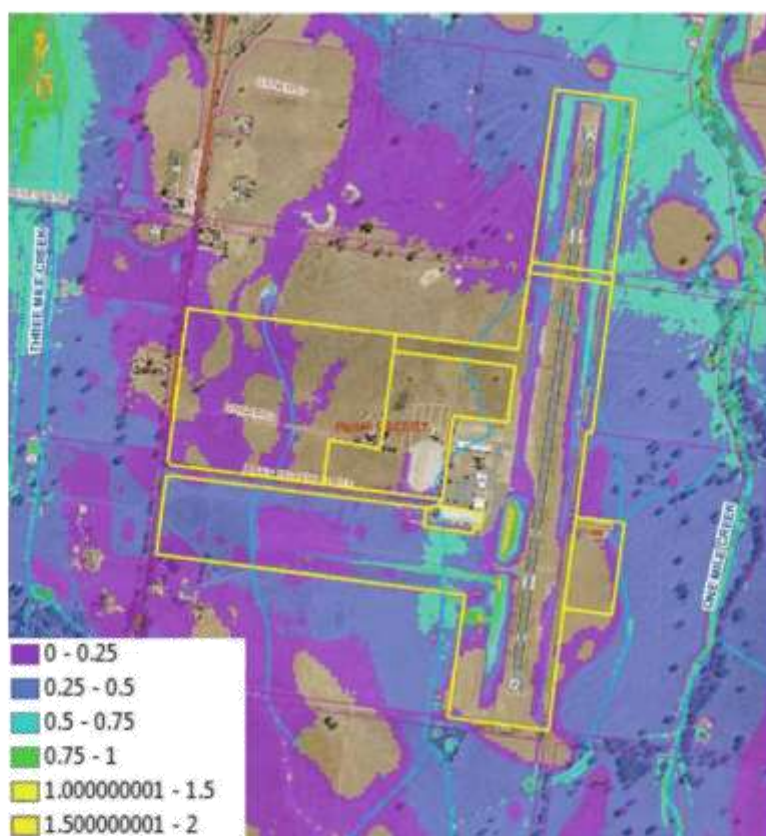
Listed Threatened Ecological Communities		
Buloke Woodlands of the Riverina & Murray-Darling Depression Bioregions	Endangered	May occur
Grey Box ( <i>Eucalyptus macrocarpa</i> ) Grassy Woodlands and Derived Native Grasslands of South-eastern Australia	Endangered	May occur
White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland	Critically Endangered	Likely to occur
Listed Threatened Species – Critically Endangered		
Regent Honeyeater ( <i>Anthochaera Phrygia</i> )	Known to occur	
Curlew Sandpiper ( <i>Calidris ferruginea</i> )	Known to occur	
Swift Parrot ( <i>Lathamus discolor</i> )	Likely to occur	
Eastern Curlew ( <i>Numenius madagascariensis</i> )	May occur	
Plains-wanderer ( <i>Pedionomus torquatus</i> )	May occur	
Flathead Galaxias ( <i>Galaxias rostratus</i> )	May occur	
Golden Sun Moth ( <i>Synemon plana</i> )	May occur	

There are no known protected species of flora or fauna positively identified on site that require ongoing management or monitoring. The aerodrome operator has cleared most of the site of native vegetation and grasses. Further studies of local flora and fauna for future aerodrome developments maybe required subject to any discovery of protected species at the site.

The aerodrome is subject to some wildlife hazard risks. Aircraft owners have discovered plover eggs in hangars, fuel bowzers and aircraft which adult birds can fiercely protect. Cockatoos commonly roost in trees to the east of the aerodrome during harvest in sufficient numbers to present a risk to aircraft. Wildlife hazard risks such as these are managed through the issue of a NOTAM (Notice To Air Men) and relocation of eggs by aerodrome staff.

**3.8.2 Stormwater & Inundation**

Parts of the aerodrome site are subject to inundation and flooding with major airside infrastructure, such as the runway and buildings generally unaffected during a modelled 1 in 100-year event. Advice provided by the North-East Catchment Management Authority (NECMA) indicates that the area downstream of Brian Higgins Drive is at higher risk of inundation during this event. As such, **it is recommended that developments downstream of Brian Higgins Drive have the appropriate provisions to manage local drainage impacts before development of the site.** The full flood data enquiry is available in Appendix C:



Flood information.

Figure 13 - Modelled 1% AEP flood depth



Figure 14 - October 1993 flood imagery

### 3.9 Heritage values

No heritage overlays are applied at the aerodrome site and no cultural heritage survey was conducted on-site at the aerodrome as part of the 2017 Master Plan development.

A search using the Aboriginal Cultural Heritage Register and Information Systems (ACHRIS) for Victoria did not identify any known sites within the aerodrome boundary.



### 3.10 Stakeholder consultation

#### 3.10.1 Key stakeholders

The Master Plan team contacted the following stakeholders as part of the consultation process:

Table 5 - Stakeholders engaged

Organisation
Brown Brothers
Hangar owner
Classic Air Adventures
Private Flight Training Instructor
RideSmart
CFA / Wangaratta Aero Club
Air Combat Australia
Border Aerospace Fabrication
Skyfuel
North East Aviation
Wangaratta Aero Club
North East Catchment Management Authority (NECMA)
Model Jet Club
Pel-Air (Air Ambulance)

### 3.11 Consultation process

The stakeholder consultation process consisted of the following steps:

- One-on-one interview with the listed stakeholders
- A workshop session with both aerodrome stakeholders and Council

The stakeholder consultation process was initiated at the beginning of Master Plan development with one-on-one interviews between consultants and aerodrome stakeholders listed in Table 5. Interviews were conducted face-to-face or via phone calls, if not available. The interviews involved gathering background information on stakeholder activities at the aerodrome, including an overview of future plans and requirements, concerns and general feedback.

A workshop was facilitated mid-way through the project to inform stakeholders of the development of the Master Plan, including the process and methodology. The aim of the workshop was to present a strategic vision and objectives that the stakeholders could agree on. The workshop also provided an opportunity for stakeholders to comment, contribute and provide feedback on the SWOT analysis, and initial draft concept and land use plans of the aerodrome.



### 3.12 Consultation outcomes

The following sections provide an overview of each stakeholder's activity at Wangaratta Aerodrome and an outline of their key concerns, issues, and wants and needs. A stakeholder workshop was carried out following the individual stakeholder interviews.

Table 6 - Individual consultation findings

Stakeholder overview	Key concerns/Issues/Requirements
<p><b>Border Aerospace Fabrication</b></p> <p>Border Aerospace Fabrication deals with the maintenance and restoration of a wide variety of aircraft ranging from antiques, ex-military to general aviation. The business shares its facilities with an avionics company to provide a "complete package" service.</p>	<ul style="list-style-type: none"> <li>The current width of the hangar is a key constraint with regards to the type of aircraft able to be serviced</li> <li>Current business space is a constraint, which has led to Border Aerospace Fabrication to utilise shipping containers outside the front of the workshop</li> </ul>
<p><b>Aero Club Member</b></p> <p>A former member of the Aero club, aircraft owner and leases a hangar at the aerodrome. Organises and supports activities promoting the aerodrome, such as school talks.</p>	<ul style="list-style-type: none"> <li>The current width of the hangar is a key constraint with regards to the type of aircraft able to be serviced</li> <li>Current business space is a constraint, which has led to Border Aerospace Fabrication to utilise shipping containers outside the front of the workshop</li> </ul>
<p><b>Brown Brothers</b></p> <p>A winery business located at a 10-minute drive away from Wangaratta Aerodrome. The winery is equipped with a grass landing strip on-site, which can be utilised during the warmer and drier months. Brown Brothers is considering pursuing air freight options for the business and also utilising the aerodrome to promote their products.</p>	<ul style="list-style-type: none"> <li>Wishes for facilities to support a delivery service.</li> <li>Would support a local tourism presence at the aerodrome (i.e. booth promoting local produce)</li> </ul>
<p><b>Pilot Instructor</b></p> <p>Carries out pilot training at the aerodrome for RA category (ultralight aircraft). Also, an owner of a hangar and leases a hangar on a 10-year lease with an option to extend a further 10 years.</p>	<ul style="list-style-type: none"> <li>Development being held up by report into catchment hydrology by NECMA</li> <li>Lack of interest in aviation from the younger demographic</li> <li>Keen on Wangaratta Aerodrome to maintain a no landing fee policy</li> <li>Concerns regarding leasing terms for tenants</li> </ul>



Stakeholder overview	Key concerns/Issues/Requirements
<p><b>Wangaratta Aero Club</b></p> <p>A local aeroclub operating at Wangaratta Aerodrome, with a club house adjacent to the apron. Supports General Aviation activities and part-time pilot training.</p>	<ul style="list-style-type: none"> <li>• Taxiways have a low bearing strength and are not consistent with the runway strength</li> <li>• Limited hangar spaces and tie downs</li> <li>• Leasing terms are too short and expensive, deterring investment</li> <li>• A number of individuals interested in an "airpark" development at the aerodrome</li> <li>• Fuel facility and apron currently presents a bottleneck</li> </ul>
<p><b>North East Aviation</b></p> <p>An aircraft maintenance business with a focus on aircraft mechanics, and airworthy and export certification. Currently, the business employs three full-time employees.</p>	<ul style="list-style-type: none"> <li>• Lack of hangars is a constraint for storing client aircraft</li> <li>• Airfield area adjacent to grass East-West runway is subject to draining issues</li> <li>• Issues with underground utilities impeding aerodrome developments</li> <li>• Prefers to preserve the size of the current business</li> </ul>
<p><b>RideSmart</b></p> <p>RideSmart provides compulsory training for motorcyclists on an accredited VicRoads course located on a portion of the aerodrome Car Park. Training is usually conducted on Saturdays to Tuesdays and each training course lasts 2 days.</p>	<ul style="list-style-type: none"> <li>• Would like to relocate the business elsewhere on the aerodrome site if car park space is unavailable</li> <li>• Concerned with losing business space when car parking is required for busy days</li> </ul>
<p><b>Skyfuel</b></p> <p>Provider of aircraft fuel at the aerodrome. Maintains the only aircraft fuel facility at the aerodrome.</p>	<ul style="list-style-type: none"> <li>• Inundation was a constraint when installing the fuelling facility</li> <li>• Prefers that the aerodrome remain to be free of landing fees</li> <li>• Competition with larger fuel companies an issue due to government funding supporting larger companies</li> </ul>
<p><b>Air Combat Australia</b></p> <p>A business currently operating out of Camden Airport, NSW providing pleasure flights in jet trainer aircraft (L39 "Albatross").</p>	<ul style="list-style-type: none"> <li>• Interested in establishing a base at Wangaratta Aerodrome</li> <li>• Prefers a space at the aerodrome that offers frontage for potential customers</li> </ul>





Stakeholder overview	Key concerns/Issues/Requirements
<p><b>Classic Air Adventures</b></p> <p>The business provides restoration, manufacturing, and maintenance services, with a focus on World War 2 war planes. Also provides joy flights on restored war planes. Currently employs 10 people and expected to increase to 20 in the future.</p>	<ul style="list-style-type: none"> <li>• Lack of hangar space is an issue</li> <li>• Inundation an issue for the aerodrome</li> <li>• Concerned a flying school will disturb activities at the aerodrome</li> <li>• Terminal is under utilised</li> <li>• Leasing aerodrome space an issue</li> <li>• Fuelling facility location is a key constraint</li> </ul>
<p><b>Victorian Jet Aerosport Association</b></p> <p>The Victorian Jet Aerosport Association is a model jet club with a commercial arrangement with RCoW for 15 years. The agreement allows access for the club members to utilise the North-South Runway (36/18) and hard stand in front of the terminal on various days of the year. The club typically holds three club meetings per annum, attracting 30-50 pilots from Victoria, NSW, and South Australia. The meetings generally consist of two-day events held on weekends in July, September and October.</p>	<ul style="list-style-type: none"> <li>• Expected to increase utilisation of Wangaratta Aerodrome from six (6) days per annum to nine (9) days per annum</li> </ul>
<p><b>Air Ambulance Victoria</b></p>	<ul style="list-style-type: none"> <li>• In the 2017-18 FY, AAV used Wangaratta Aerodrome 371 times</li> <li>• A total of 415 patients were transferred               <ul style="list-style-type: none"> <li>◊ Inbound patients 108</li> <li>◊ Outbound patients 307</li> </ul> </li> </ul>

### 3.13 Summary of observations from stakeholder feedback

This section lists some of the recurring feedback received from the stakeholder consultation process.

#### 3.13.1 Flood Overlay

North East Catchment Management Authority (NECMA) have recently concluded a study for the region, including Wangaratta Aerodrome. The NECMA study indicates that the area downstream of Brian Higgins Drive is at risk from flooding and that appropriate provisions to manage local drainage impacts be in place for any developments in this area.

#### 3.13.2 Runway 09/27

Extending and / or sealing RWY 09/27 is not recommended at this time, investment would be better directed towards other facilities.



**3.13.3 Hangar Space & Tie Downs**

Strong demand for more hangar space and expansion of existing hangar facilities plus more parking for visiting aircraft.

**3.13.4 Security**

Some reports of vandalism and theft from aircraft (specifically fuel), further action maybe required.

**3.13.5 Hangar Leases – Commercial terms**

Feedback received that hangar lease terms and conditions were not consistent with those available from other aerodromes (i.e. Bendigo, Benalla, Yarrawonga). The Council has since revised the lease terms and conditions with a lease term of 10 years.

**3.13.6 Demography**

Several general comments regarding the lack of young people entering aviation, for work or recreation.

**3.13.7 Flight Training**

General feedback is that the aerodrome should be limited to private flight training and a commercial flight school is not preferred.



## 4 SWOT Analysis

To support the development of the future direction of Wangaratta Aerodrome, the Master Plan team conducted a SWOT analysis. The following table summarises the aerodrome's key strengths, weaknesses, opportunities and threats/risks. The SWOT analysis was based on an assessment of the current aerodrome situation and background, as well as feedback from the stakeholder engagement process.

Table 7 - SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Main runway strip length and condition</li> <li>• Terminal building and catering facilities</li> <li>• Airspace access for recreational aviation</li> <li>• Favourable weather for year-round recreational flying</li> <li>• No encroachment from urban development</li> <li>• No noise complaints or abatement procedures</li> <li>• Good road access</li> <li>• Successful local businesses on site (employment)</li> <li>• Popular venue for aviation events</li> <li>• Engaged aviation community</li> </ul>	<ul style="list-style-type: none"> <li>• Existing site somewhat lacks frontage for development of logistics services / industry / air park, etc.</li> <li>• Adjacent land subject to inundation</li> <li>• Some difficulty for larger aircraft to refuel and potential blocking of taxiway access by refuelling aircraft</li> <li>• Security</li> <li>• Lack of tie-downs for visiting aircraft</li> <li>• Insufficient hangar facilities</li> <li>• Existing tenants unable to expand</li> <li>• Maintenance costs for empty terminal building</li> <li>• Limited revenue generation</li> <li>• Lack of RPT slowing investment in the aerodrome</li> </ul>
OPPORTUNITIES	THREATS & RISKS
<ul style="list-style-type: none"> <li>• Continued growth in private and commercial recreational aviation</li> <li>• Recreational and private pilot training</li> <li>• Business growth and increased employment</li> <li>• Aviation related events bringing visitors to the town</li> <li>• Increase capacity for visiting aircraft</li> <li>• Hangar development</li> <li>• Room adjacent to the aerodrome for development of local industry / air park</li> <li>• Leverage public interest in air displays / historic aircraft (i.e. Temora model)</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other airports (i.e. Bendigo, Benalla, Mangalore, Yarrawonga)</li> <li>• Aerodrome security and security costs</li> <li>• Ongoing maintenance costs, disrepair</li> <li>• Revenue shortfall</li> <li>• Not following through on Master Plan findings</li> </ul>



#### 4-1 Strengths

Wangaratta Aerodrome enjoys several key advantages, which if appropriately leveraged, will serve as a foundation for future success. The aerodrome is undoubtedly viewed as an asset by Council and the local community, who are invested in seeing the aerodrome thrive.

Aviation related assets such as the main runway, taxiways and apron are in excellent condition and support a wide range of aviation related activities, which in turn generates work for a number of businesses involved in the maintenance, repair and restoration of aircraft. These growing businesses provide local employment and bring income into the region.

The location and accessibility of the aerodrome is convenient for local users and visitors from Melbourne, which encourages participation at events and joy flights.

Lastly, the geographic location of the aerodrome and prevailing weather patterns in the region ensure that great flying conditions exist for much of the year. When combined with uncontrolled airspace and no aerodrome fees, this presents a very attractive aerodrome for recreational flyers and private flight training.

#### 4-2 Weaknesses

One disadvantage for Wangaratta Aerodrome is the constrained aerodrome site, limiting the potential opportunities for logistics and industrial developments, as well as expansion of existing businesses. The investigation of a logistics facility at Wangaratta Aerodrome has been highlighted in the Council's development strategy and planning schemes.

The lack of aircraft parking such as hangars and tie down areas is a known issue for the aerodrome. Local aerodrome users have noted aircraft parking on the apron taxiway due to the lack of hangars and tie-down areas, resulting in bottlenecks on the apron movement area.

Security has been mentioned as a factor at the aerodrome, due to the unobstructed access to the airfield and the lack of surveillance equipment on site. In recent years, there have been aircraft fuel thefts which poses a safety risk to aircraft.

Due to the proximity of RPT airports such as Albury Airport, the potential for RPT opportunities is unlikely at this stage. With the lack of landing fees and other sources of revenue, with the exception of leases, the aerodrome currently has a limited revenue stream.

#### 4-3 Opportunities

There are opportunities for continued growth in private and commercial recreational aviation at Wangaratta Aerodrome. The excellent condition of the existing airfield infrastructure and the aerodrome's geographic location is a valuable asset for pilot training, providing a range of flying conditions and scenarios.



Existing businesses have expressed interest in expanding, providing opportunities for employment in the local area. External businesses have also expressed interest in establishing operations at Wangaratta Aerodrome, indicating potential commercial growth.

The land adjacent to the aerodrome site provides capacity for potential industrial, aviation and air park developments. There is available land situated adjacent to the airfield, as well as the Hume Highway which can be leveraged by a logistics, freight or transport business.

The operation of historic warbirds and aircraft at the aerodrome has attracted interest from the local public in the past, indicating the aerodromes potential to attract additional visitors.

#### 4-4 Threats

Wangaratta is located close to other regional airports such as Bendigo (190km), Benalla (35km), Mangalore (120km) and Yarrawonga (50km) which are also looking to expand, increasing competition for recreational aviation business. The proximity to Albury Airport, which is a major regional hub, decreases the likelihood of RPT operations in the short to medium timeframe. Ongoing maintenance and security costs, as well as revenue shortfall contribute to the aerodrome operating on a loss.

The local community have expressed concerns that some of the goals of the previous Master Plan have not been realised.

## 5 Critical airport planning parameters

This section provides an analysis of the aerodrome against relevant airport planning parameters to help guide the Master Plan and achieve the strategic vision and objectives for Wangaratta Aerodrome. Key issues and recommendations are highlighted in **bold text** and are discussed further in Section 6 of this report. The key recommendations will also form part of the implementation plan set out in Section 7.

### 5.1 Forecast of future operations

In the 2003 Master Plan, it was estimated that 23,475 aircraft movements would occur at the aerodrome in 2032, building from a baseline of 14,000 movements in 2003. The general aviation industry in Australia has not experienced the growth forecast expected in 2003, due to a number of factors, including the slowdown in the economy during the GFC and a regulatory regime that is not geared to support this part of the aviation sector.

Wangaratta Aerodrome does not keep statistical records of aircraft activity. Therefore, an estimate of annual movements based on observations of aircraft by aerodrome staff and tenants will be the basis of this Master Plan. An aircraft movement is defined as a landing or take-off.

Aerodrome staff, tenants and users have indicated an approximate 10,000 movements per annum from observing current activity. Growth in general aviation in Australia has been stable at 1-2% per annum based on the Commonwealth Department of Infrastructure and Regional Development annual general aviation activity reports. In consideration of this, a 1.5% annual compound growth rate has been applied on the current total movements at Wangaratta Aerodrome to forecast 13,469 movements by 2037.

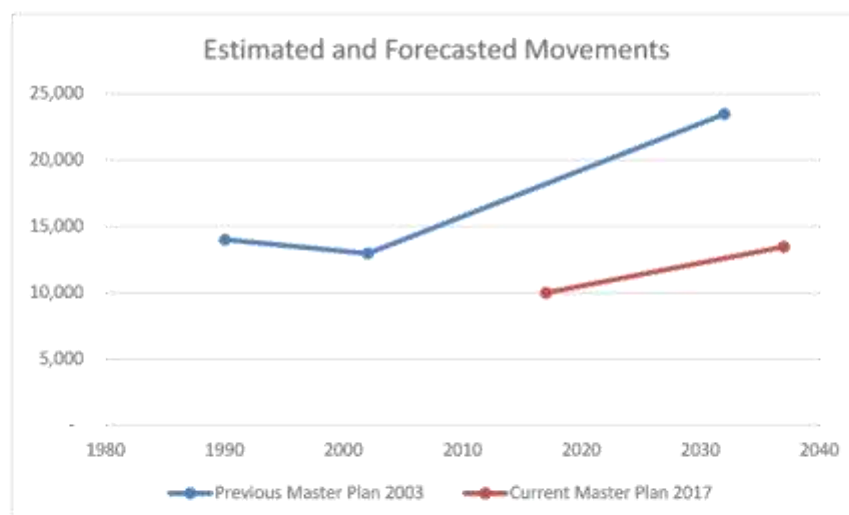


Figure 15 - Previous and current estimated and forecasted movements

### 5.2 Aerodrome Reference Code system

Australia has adopted the International Civil Aviation Organisation (ICAO) methodology using a code system known as the Aerodrome Reference Code (ARC) in the Manual of Standards (MOS) 139 –



Aerodromes. The ARC specifies the standards for individual aerodrome facilities which are suitable for use by aircraft within a range of performances and sizes.

The ARC is based on the characteristics of an aircraft rather than the aerodrome facility. Once the critical aircraft (or design aircraft) is determined, aerodrome facilities are designed, and maintained, to meet those characteristics. Table 8, extracted from MOS 139 describes the range of aircraft specifications associated with each code element of the ARC system. Currently, the main runway (RWY 18/36) at Wangaratta Aerodrome is capable of accommodating most Code 3C aircraft. The secondary runway is capable of accommodating Code 1B aircraft.

Table 8 - Aerodrome Reference Code (MOS 139- Aerodromes)

Aerodrome Reference Code				
Code Element 1		Code Element 2		
Code number	Aeroplane reference field length	Code letter	Wing span	Outer main gear wheel span
1	Less than 800 m	A	Up to but not including 15 m	Up to but not including 4.5 m
2	800 m up to but not including 1200 m	B	15 m up to but not including 24 m	4.5 m up to but not including 6 m
3	1200 m up to but not including 1800 m	C	24 m up to but not including 36 m	6 m up to but not including 9 m
4	1800 m and over	D	36 m up to but not including 52 m	9 m up to but not including 14 m
		E	52 m up to but not including 65 m	9 m up to but not including 14 m
		F	65 m up to but not including 80 m	14 m up to but not including 16 m

### 5.3 Pavement strength

In addition to the ARC, the Aircraft Classification Number (ACN) denotes the required pavement strength rating, usually represented by a Pavement Classification Number (PCN), to accommodate a certain aircraft. For a pavement to be determined suitable for an aircraft operation the designated PCN should match the ACN, which is determined by the aircraft manufacturer. When the ACN of the aircraft is greater than the PCN of the pavement, the pavement is classified as overloaded. Currently the runway pavement strength at Wangaratta Aerodrome is rated at PCN: 12 which is suitable for the design aircraft of the SAAB 340. Introduction of a larger Code 3C aircraft such as the Dash 8 Q400 would require the strengthening of the pavement to PCN: 16.5. The pavement strength of taxiways and aprons also need to match the ACN of the design aircraft.

### 5.4 Selected design aircraft

Determining whether runway length, width and pavement strength for an aerodrome is fit for purpose involves selecting a design aircraft that will be likely to operate at the aerodrome in the future. This is



usually based on an RPT aircraft frequently seen in Australia. Whilst Wangaratta Aerodrome does not currently have RPT services, it is considered important to plan for this to potentially occur within the lifetime of the Master Plan. For this reason, the critical aircraft nominated to be operating at Wangaratta Aerodrome should be Code 3C (See Table 9 for a list of aircraft in this category), which would be a typical size for a charter aircraft flying to Wangaratta, or an RPT service at some point in the future. The SAAB 340 (REX) and Dash-8 Q400 (QantasLink) are two of the more common regional passenger aircraft (Classification 3C) servicing regional centres in Australia at present. Whilst the forecasts do not envisage RPT services operating at Wangaratta Aerodrome in the foreseeable future, the recommended design aircraft is the Saab 340 which is also a common charter aircraft. However, the Master Plan will still aim to safeguard the aerodrome for some RPT operations occurring in the future and will also consider the Dash 8 Q400.

The Saab 340 is a Code 3C aircraft with an ACN of 5.7. The current runway meets the requirements to accommodate a Code 3C aircraft and a PCN rating of 12. The current primary runway (18/36) meets and exceeds all the requirements to accommodate the selected critical aircraft. Table 9 shows the characteristics of a range of typical aircraft.

The current configuration of RWY 18/36 is suitable for the Dash 8 Q400, with the exception of the pavement strength.

Table 9 - Characteristics of typical aircraft types

Aircraft	Seats	ARFL (m)	MTOW (kg)	ACN <sup>a</sup>	Tyre Pressure (kPa)	CODE
Dash 8 Q300	50	1122	18642	10	805	2C
Dash 8 Q400	70	1354	29347	16.5	1020	3C
Jetstream 31	18	1440	6950	4.4	450	3C
ATR 72-600	50	1165	21566	12	748	3C
SAAB-340	35	1220	12370	5.7	655	3C
Metro III	19	991	6577	4	740	2B
Metro 23	19	1341	7545	4	742	2B
Challenger 604	12	1780	21617	13	1420	3B
Hawker 900	8	1513	12700	7	1300	3B
Learjet 55	8	1292	9298	6	793	3A
Fokker F50	50	1760	20820	10	552	3C
King Air 200	8	592	5670	3	730	1B

Note 1: For indicative purposes only. Specific values for particular aircraft should be obtained from the aircraft operator or the aircraft manufacturer.

Note 2: The ACN is based on the aircraft's maximum take-off weight on a flexible pavement with a sub-grade rating of "B", as applicable to the current runway 18/36.





#### 5.5 Runway End Safety Area (RESA)

The RESA at Wangaratta Aerodrome are 60m long and 60m wide and commence at either end of RWY 18/36. This is the minimum standard required for RESA but if air transport operations commence using jet aircraft then the RESA would need to be lengthened to 90m long. There is discussion in aviation regulation and planning areas that the RESA should be included as part of a public safety zone. In the future a public safety zone may be required at the ends of runways and that area is protected under planning schemes.

#### 5.6 Navigation Systems

As air navigation practices and regulations in Australia move towards satellite-based technologies, older radio based navigational aids such as NDBs have been assessed concerning long-term viability. Airservices Australia has reviewed existing radio navigation equipment nationally to establish a Backup Navigation Aid Network (BNN) in the event of systemic issues with GPS / GNSS navigation. Airservices created a schedule for decommissioning any sites not selected as part of the BNN, which commenced in May 2016.

Airservices did not select the Wangaratta NDB as part of the BNN and no longer consider the aid a core component of the aviation navigation network in Australia. However, Airservices does not own the NDB at Wangaratta Aerodrome; as a private entity owns and operates it. **The NDB has recently been decommissioned, reducing maintenance, monitoring and utility overheads.** The area around the NDB is protected in accordance with the requirements detailed in Chapter 11 of the MOS 139 – Aerodromes.

A GPS based non-precision approach procedure is currently available on RWY 18. Precision approach procedures not available at Wangaratta Aerodrome given the constraints of the runway strip width discussed in Section 6.2.1. No additional Navigation System upgrades are required.



## 6 Aerodrome Land Use and Development Plan

The Land Use and Development Plan aims to provide a long-term direction for aerodromes future development and address the identified issues, as well as respond to the characteristics of the aerodromes identified in the SWOT analysis. This plan focuses on the key areas such as limited hangar availability and space, potential air park opportunities, potential industrial / freight opportunities, and development of adequate facilities to meet forecasted demand.

### 6.1 Land Use Plan

This section outlines the land use plan for Wangaratta Aerodrome, focusing on the Master Plan's land use precincts and general use guidelines. To assist Council in planning future use and development of the aerodrome site, a Land Use Precincts Plan has been prepared. This plan forms the basis of the Master Plan for the future use and development of the site. The proposed Land Use Precincts Plan can be found in Figure 16.

The Land Use Plan has been developed with specific focus on leveraging the potential economic and social benefits that the freight and general aviation industry will provide to the aerodrome.

Each precinct has a different purpose and characteristic, which are described in the following sections. This Master Plan identifies the following precincts:

- Airfield
- Existing Aviation Precinct
- General Aviation Expansion Precincts
- Potential Future Industrial Precincts
- Car Park Expansion



Figure 16 - Precinct plan



#### **6.1.1 Airfield (AF)**

The Airfield precinct contains the existing runways, taxiways, and apron areas. This precinct is the most important area at Wangaratta Aerodrome, and must be retained and protected for flight operations in accordance with CASA regulations. The Airfield precinct includes the runway strip for runway 18/36, which is Code 3C and is protected by a 150m wide runway strip, which includes correct markings with gable markers being located 90m wide marking the graded portion of the runway strip.

Runway 09/27 is a Code 1B non-instrument runway and should be protected for a 60m wide graded runway strip. Additional land to the east of the primary runway has been safeguarded for potential future extension of the secondary runway (09/27).

The precinct also allows for a northern extension of the parallel taxiway to provide access to the new aviation precincts. Tie down areas are also available in the Airfield precinct.

#### **6.1.2 Existing Aviation Precinct (EAV)**

The Existing Aviation Precinct includes three commercial hangars, the car park, airfield viewing area, Aero Club building and the terminal building. There are no significant changes envisioned for the existing aviation precinct and it should remain in the current configuration. There is currently a small space available between the two adjoining commercial hangars currently used for equipment storage, and some space in front of one of these hangars (landside), where the commercial hangars may potentially extend into. **The current airfield viewing area should be retained, as the area is known to generate local interest and attracts visitors to the aerodrome.**

#### **6.1.3 General Aviation Expansion Precincts (GAE1 & GAE2)**

The General Aviation Expansion (GAE) precincts are suitable areas for future additional development of hangar space for general aviation related purposes. The numbering of the General Aviation Expansion precincts aligns to the development stages, where development of GAE1 would occur prior to GAE2. The staging methodology allows the development of existing underutilised land immediately north of the car park before developing land further away from the Existing Aviation Precinct.

GAE1 is located west of the current Aero Club building and utilises the vacant space available that is close to the general aviation apron. The location also provides frontage to the road access, which is valuable for public facing aviation related businesses.

Located north of the existing east-west orientated hangar building, GAE2 provides a suitable location for medium-term general aviation hangar expansion given its valuable location adjacent to the primary runway.

#### **6.1.4 Potential Future Industrial Precincts (PFIA, PFI)**

The inclusion of the Potential Future Industrial (PFI) precincts areas reflects the strategic interest by Wangaratta Aerodrome to support a freight and logistics facility as outlined in the MSS, The Rural City of Wangaratta Economic Development Strategy 2016-2020 and the Wangaratta Freight and Land Use Study (AECOM, 2016). This area may also be suitable for other forms of industrial or warehouse use subject to further investigation.



The proposed area for the PFI is located partly inside and partly outside the aerodrome boundary, north of Brian Higgins Drive, is shown in Figure 16. **The PFI Aviation (PFIA) precinct, located north of GAE2 and outside the existing aerodrome boundary is recognised as valuable for aviation related industrial developments due to its proximity runway.**

**The zoning of the area allocated to the PFI precinct is either PUZ4 or Farming and will require a planning change to accommodate industrial use.** The PFI precinct is located on both Council owned and privately-owned land, as well as outside the current airport boundary.

Any future industrial development on the aerodrome will need to consider impacts on the amenity of the surrounding area, particularly nearby dwellings. Whilst located in the Farming Zone, there are a number of dwellings located to the west and north-west of the proposed PFI precinct.

#### **6.1.5 Car Park Expansion (CPE)**

The car park expansion precinct provides for an extension to the existing car park to the west of the existing car park and south of the GAE1 precinct. The trigger for this development will be based on the future car parking demand. The car park also links the main entrance road to the GAE2 precinct.

#### **6.1.6 Other Options**

During the Master Plan development an Air Park precinct and a third General Aviation Expansion (GAE3) precinct were identified as potential development opportunities.

Aerodrome Air Parks, also referred to as fly-in communities, involve residential developments on an aerodrome site, with residents owning hangars adjacent, or attached, to their homes providing easy access to a runway. Stakeholder feedback indicated that Wangaratta Aerodrome could have the potential support this model, which involves residential development on airport land and has been implemented at other aerodromes such as Yarrawonga and Temora, NSW. A parcel of land on the southern side of RWY 09/27 was earmarked as a potential location for this development, as it would keep it separate from the main aerodrome activities and provide direct access to the airfield.

The additional GAE3 precinct was conceptually located on the northern side of RWY 09/27, immediately south of Brian Higgins Drive.

However, flood level assessment provided by NECMA on 14<sup>th</sup> November 2017, has recommended that the proposed site is not suitable for development due to an elevated risk of flood events. In consideration of the NECMA finding, it is deemed that neither development is possible unless the drainage and inundation issues are investigated in further detail.

#### **6.1.7 General Land Use Guidelines**

Use and development of the aerodrome land and surrounding land should comply with the following general guidelines:





- Future use and development must comply with this Master Plan and be compatible with ongoing aerodrome operations.
- Reservation of aerodrome land for its designated use in accordance with the Land Use Precincts Plan.
- Development in any individual precinct should be undertaken in accordance with a detailed precinct development plan.
- Ensure that appropriate utility services are provided for new development.
- Ensure that industrial activities do not produce air emissions that are likely to impact on aviation activities.
- Ensure that surrounding lighting does not affect aerodrome operations.
- Ensure that buildings do not exceed the heights specified in the Obstacle Limitation Surfaces (OLS) chart that will affect flight paths or aerodrome operations.
- Ensure that neighbouring land uses are not sensitive to aircraft noise (residential use should be carefully considered).
- Ensure that land uses, and landscaping do not attract wildlife that could be a hazard to aircraft operations.
- Ensure that convenient, safe, and efficient vehicle access is provided within and to the site.
- Any future industrial development on the aerodrome must consider impacts on the amenity of the surrounding area, particularly nearby dwellings.

## 6.2 Facilities Development Plan

This section sets out the future facility development plan for Wangaratta Aerodrome. The plans provided are concept only and will require further detailed design. Planning and construction for all developments should be in accordance with CASA Regulations in MOS 139.

### 6.2.1 Runways

The current primary runway (18/36) is a 30m wide, 1640m sealed runway capable of accommodating most Code 3C aircraft and non-precision approaches.

The runway strip is 150m wide, which complies with CASA requirements for a 30m wide non-precision Code 3C runway. Gable markers at the aerodrome are correctly located either side of the runway at 150m concurring with ERSA. The current runway configuration is suitable for the design aircraft of the SAAB 340.

In the proposed timeframe of this Master Plan, the existing RWY 18/36 dimensions and pavement strength are suitable to support all operations at Wangaratta. However, depending on future aircraft traffic requirements, **Council should investigate strengthening the runway pavement to accommodate larger Code 3C aircraft, such as the Dash 8 Q400.**

To support precision approaches or be available for Code 4C aircraft without a CASA exemption requires a widening of the RWY 18/36 strip to 300m. It is not possible to widen the RWY 18/36 strip without constructing a new runway further east or relocating the terminal building and commercial hangars.

The secondary runway (09/27) is a 560m unsealed runway which is 18m wide and is suitable for Code 1B aircraft. The runway strip is 60m wide, which complies with CASA requirements for an 18m wide non-precision Code 1B runway. Gable markers at the aerodrome are correctly located either side of the runway



at 60m concurring with ERSA. The previous Master Plan included plans for an extension of RWY 09/27, with additional land acquired towards the East side of the primary runway in preparation for the upgrade.

During interviews, stakeholders informed the team that the primary purpose of grass RWY 09/27 is for flight training purposes and private aircraft, notably those using a tail wheel.

Runway 09/27 is usually unavailable for 2-3 months during winter due to the wet ground. Pilots are notified of the runway status via NOTAM. Some pilots also highlighted some unevenness in the runway surface due to incidence of paspalum grass, other pilots did not seem concerned by this.

Previous master planning studies have proposed extending and sealing RWY 09/27, and land has been set aside for this purpose. This would improve the availability of the runway and enable use by larger aircraft in crosswind conditions although information gathered during the Master Plan process indicates very little demand for these scenarios and an upgrade would also remove a preferred surface for pilot training and tail-dragger aircraft.

**This Master Plan recommends not upgrading RWY 09/27 until traffic demand warrants such an investment. Council should retain the land acquired for the extension should future planning studies identify a need.**

#### **6.2.2 Apron (Apron parallel taxiway)**

Wangaratta Aerodrome does not have a separate apron for aircraft parking and aircraft usually park on the apron parallel taxiway or available tie-down locations. If an aircraft is parked on the apron parallel taxiway there is no access between the runway connecting taxiways via the apron parallel taxiway.

Given the low likelihood of RPT operations commencing during the tenure of this Master Plan, there is **no recommendation to develop a permanent parking apron.**

The pavement strength of the apron parallel taxiway is unknown and may require an overlay to support heavier aircraft. **Prior to any development to introduce regular Code 3C traffic, Council should consider geotechnical testing to assess the pavement thickness and subgrade strength.**

The width of the apron parallel taxiway located in front of the Aero Club building and commercial hangars is 14.98m, insufficient for Code C aircraft, with the required clearance between the taxiway centreline and buildings 26m as per MOS 139 – Aerodromes, which is also not available.

The width of parallel taxiway apron strip between the hobby hangar and fuelling facility is 32.02m and does not provide the required centreline clearance of 26m to either building for Code C aircraft.



Code A and Code B aircraft can use the parallel taxiway apron as far as the Aero Club without restrictions, beyond which point only Code A aircraft can use the parallel taxiway apron unrestricted. **The parallel taxiway apron strip will require widening in order to provide the required clearance from the Aero Club building for Code B (20m) or Code C (26m) in line with MOS 139 – Aerodromes, section 6.3.12.**

#### 6.3.12 Width of Taxiway Strip

The width of the taxiway strip along the length of the taxiway on each side of the centreline of the taxiway must not be less than the following:

- (a) if the taxiway's code letter is F — 51 m;
- (b) if the taxiway's code letter is E — 43.5 m;
- (c) if the taxiway's code letter is D — 37 m;
- (d) if the taxiway's code letter is C — 26 m;
- (e) if the taxiway's code letter is B — 20 m;
- (f) if the taxiway's code letter is A — 15.5 m.

*CASA Manual of Standards: MOS 139*

The centreline of the parallel taxiway apron adjacent to the Aero Club building is 18m from the Aero Club building and 14m to the fuelling facility, as shown in Figure 17. To enable Code B aircraft to taxi past this point there needs to be a 20m clearance either side of the taxiway centreline. This can be achieved by **relocating the fuel bowzers at the fuel facility from the west of the fuel tanks, to the north and south.** Furthermore, **additional apron space should be provided to enable refuelling aircraft to position to the north and south of the fuel facility, allowing taxiing traffic to pass,** as shown in Figure 18. This would be a pre-requisite for the GAE 2 precinct, as well as providing access to the fuelling facility for larger aircraft in the future. **For Code C aircraft to use the parallel taxiway apron north of the Aero Club building, there would need to be a study of fuel facility location.**



Figure 17 - Current apron taxiway clearance to the Aero Club building and aircraft fuelling facility



As operations at the aerodrome expand to include the development of the GAE2 precinct, the parallel apron taxiway should be extended to service the precinct. Subject to the aircraft type serviced by the development of GAE2, it is recommended the parallel taxiway be constructed as Code B (10.5m inside a 40m wide strip) or Code C (15m inside a 52m wide strip) in accordance with MQS 139 - Aerodromes.

It was observed that there is some loose gravel present on the current apron, following the resurfacing works in 2015, which can cause propeller damage. **The apron / Parallel taxiway apron should be resealed and repaired.**

#### 6.2.3 Taxiways

There are currently two taxiways linking RWY 18/36 to the apron / parallel apron taxiway. The two taxiways connecting to the runway are both 15m wide and are suited for Code 3C aircraft with a wheel span of less than 18m. This configuration is suitable for the SAAB 340 as the design aircraft, and the Dash 8 Q400.

The southern connecting Code C taxiway is located in the undershoot for RWY 27 / overshoot for RWY 09, representing a potential safety risk for aircraft entering or leaving the runway using this taxiway when aircraft are approaching or departing RWY 09/27. A review of aerodrome procedures and publications have not highlighted this risk factor. The Master Plan **recommends including a reference to this potential hotspot in the aerodrome manual and / or ERSA.** The annual OLS survey should verify whether aircraft using RWY 18/36 are penetrating the runway approach surface for RWY 27.

Subject to future demand, **the concept plan details an additional taxiway to link the GAE2 precinct to the primary runway to improve capacity of the aircraft movement area, as well as an extension of the existing parallel taxiway to service the GAE 2 precinct.** The current pavement grade of the taxiway is unknown and will need to be at a strength able to accommodate the nominated design aircraft.

#### 6.2.4 Aircraft fuelling facility

The current fuelling facility is suitable for the forecast operations. Due to the complexity and cost associated with relocating the aircraft fuelling facility, **the concept plan recommends relocating the bowsters to the north and south of the fuel tanks and constructing additional apron space for refuelling aircraft,** as shown in Figure 18.

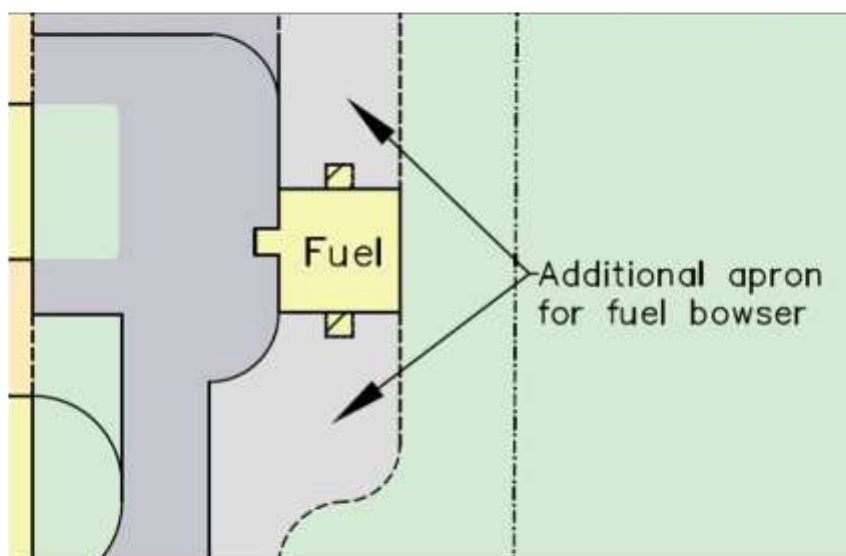


Figure 18 - Aircraft fuelling apron

#### 6.2.5 Hangars and aircraft parking

Feedback from the existing tenants of the commercial hangars indicated that hangar size is the main constraint for their commercial maintenance/fabrication/restoration facilities. The current commercial hangar sizes limit the type and number of aircraft worked on and these businesses will require additional space in the future in order to expand.

Information provided by Council and the stakeholder consultation process flagged the need for additional hangar space at the aerodrome. To address this, additional hangar spaces have been allocated in the GAE precincts, detailed in the concept plan shown in Appendix B: Concept Plan. **An additional tie down area has been allocated opposite the GAE2 precinct. All hangar developments should provide adequate fencing and security measures to prevent inappropriate airside access.**

These plans are concepts only and will require further detailed design in compliance with MOS 139 – Aerodromes. Development of the hangars, or any other building, must not penetrate the OLS.

The GAE1 precinct utilises the vacant land between the existing hangar and car park, west of the Aero Club building (see Figure 19). A key constraint for this development would be the Aero Club building, limiting the width of the clearance distance from the taxiway centreline. The existing width between the Aero Club building and the existing hangar to the north does not provide the required clearance to allow any aircraft to taxi into the hangars.

In consideration of this, a Code A taxiway is proposed to be linked to the Code B taxiway north of the existing hangar and terminating before the Aero Club building, creating a "looped" taxiway as shown

in Figure 19. This option will allow the Aero Club building to be retained, while allowing aircraft to taxi to the GAE1 precinct.

The taxiway strip for the “looped” Code A taxiway 31m wide and does not allow for aircraft to be parked in front of the hobby hangar.

An alternative potential solution to the taxiway clearance issue would be to relocate the Aero Club to another location, such as the terminal building, allowing access to the GAE1 development directly from the parallel taxiway apron (as shown in Figure 20). The Aero Club relocation option is discussed further in Section 6.2.6.

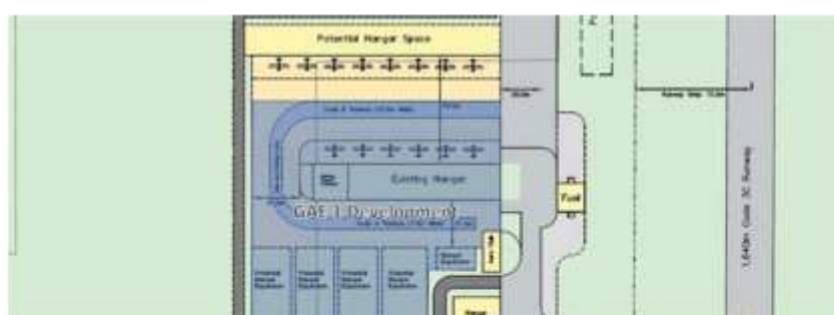


Figure 19 - GAE1 development (“looped” taxiway access)

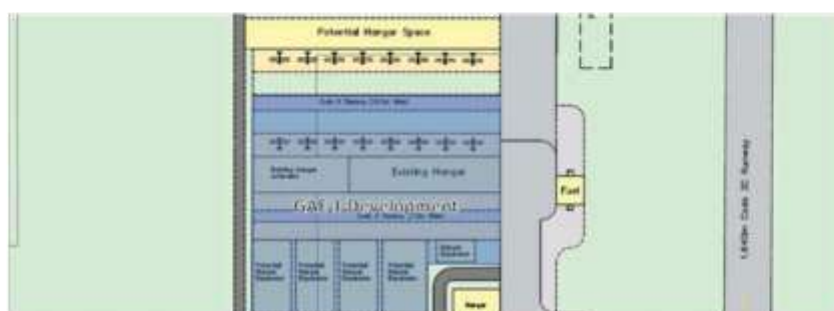


Figure 20 - GAE1 development (Aero Club relocation)

The concept plans show hangars in the GAE2 precinct will be developed in road access-hangar-taxiway configuration “complexes” allowing for flexible staging as shown in Figure 21.

The hangars in Stage 1 are suitable for Code B aircraft, with a taxiway strip of 40m and an additional 15m on each side to provide aircraft parking in front of the hangars, giving a total width of 70m.

Stage 2 allows for either a Code B compliant or Code C hangar complex, depending on future requirements. A Code C complex will require a total taxiway strip width of 82m, including 15m of aircraft parking in front of each hangar. Each complex option is illustrated in more detail in Appendix B: Concept Plans.



Figure 21 - GAE2 staging

#### 6.2.6 Passenger terminal building

The current terminal building is more than spacious enough for current charter and event activity conducted at the aerodrome and remains unused for most of the time. Feedback during the stakeholder consultation process and previous Master Plan revealed that the terminal building is underutilised.

The building sits on two titles of different ownership, and there is existing access to the terminal from the adjacent commercial hangar building. Access to the passenger terminal building from this adjacent business will be restricted in the near future due to building regulations.

Relocation of the Aero Club into a portion of the passenger building is one of the proposed options for improved utilisation of the building. The current Aero Club building is about half the size of the current passenger terminal building. This provides an opportunity to alleviate both the taxiway and GAE1 expansion taxiway development limitations due to the current location of the Aero Club building. Currently, the passenger terminal building is not accessible to the public or visiting aircraft, contributing to the underuse of the building. The Aero Club occupying a portion of the terminal would add the benefit of building maintenance and allow visiting recreational flyers to access and use the facilities in the premises. Other potential uses for the remaining portion of terminal building can be the following:

- Open for itinerants and charter flights
- Exhibits (fixed or limited-time) such as historical aviation or regional promotion
- Community fund raising / function hall (in conjunction with events)
- Business offices / flying school / Aerodrome manager's office



A draft floor plan of the potential distribution of terminal building uses is shown in Figure 22.

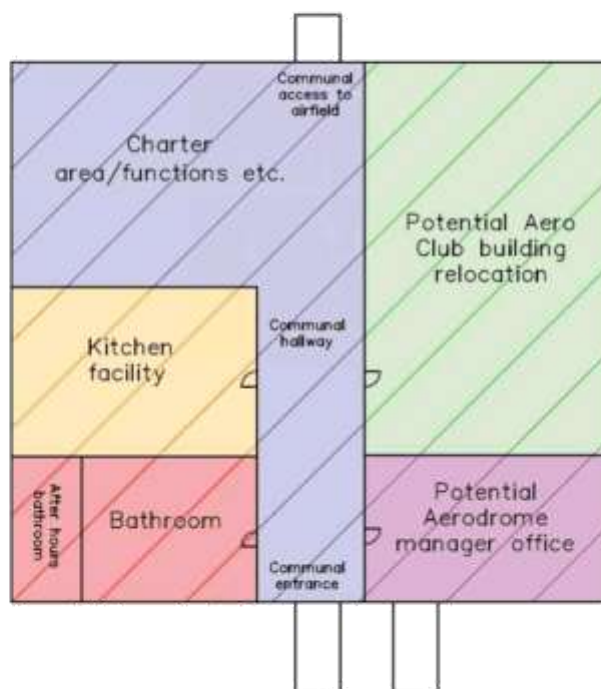


Figure 22 - Potential terminal building uses

### 6.3 Ground Transport Plan

The current road access to Wangaratta Aerodrome is Brian Higgins Drive, off Greta Road. Brian Higgins Drive is currently suitable for the present activities at Wangaratta Aerodrome. **It is proposed that a new north-south road be constructed off Brian Higgins Drive located on the west of the car park expansion, to service the GAE2 precinct.**

Subject to future development, a potential future east-west road could be constructed north of Brian Higgins Drive, providing road access to into the PFI precinct with a possible connection to the new road west of the GAE2 precinct. **An extension to car parking in the Car Park Expansion precinct (CPE), based on demand as the trigger for development is also outlined.**

### 6.4 Security

Wangaratta Aerodrome is not configured to allow for security controlled RPT operations, although adequate space within the terminal building is available should the requirement arise. Aerodrome fencing, and some security surveillance systems exist on the airport site but require updating. Some aerodrome tenants have private surveillance for their premises.





Some incidents of aircraft break-ins and fuel pilferage have been reported, indicating that **a review of security arrangements would be beneficial**. Council is aware of the recent focus by Federal and State governments on airport security and committed to ensuring that Wangaratta Aerodrome will remain compliant with all relevant regulations.

#### 6.5 Environmental and Heritage Management Plan

As noted in Section 3.8, there are currently no known heritage and environmental protections over the aerodrome site. However, Council is committed to meeting the obligations under the EPBC Act and State legislation and reducing any adverse environmental and heritage impacts of aerodrome activities to a minimum.

**The recommendation of the Master Plan is to conduct a Flora and Fauna Assessment prior to major development works.**

#### 6.6 Airport Safeguarding Plan

Airport sites are scarce and finding new appropriately located and unconstrained land to replace or expand existing airports is difficult. Existing airport sites in many cases pre-date significant urban/township development. Urban expansion and densification has increased tensions between residential and industrial development and airport operations.

The capacity of an airport to operate unencumbered is fundamentally dependent on what occurs on the land surrounding it. The erection of structures that physically intrude into the flight paths of arriving and departing aircraft can clearly limit or prevent use of the airport. So too can other developments that are less obvious. For example:

- Residential developments adjacent to airports and under flight paths may lead to complaints about aircraft noise and eventually lead to the introduction of curfews or even the closure of an airport
- Industrial activities that generate smoke or similar hazards may constrain use of an airport
- Other activities such as agriculture, animal husbandry or wetland developments may attract birds and/or wildlife species and pose a hazard to aviation.

##### 6.6.1 National Airports Safeguarding Framework

As outlined in Section 2.5.1, the National Airports Safeguarding Framework (NASF) is a national land use planning framework that aims to:

- Improve community amenity by minimising aircraft noise-sensitive developments near airports; and
- Improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning decisions.

**The assessment of all land use and development proposals around Wangaratta Aerodrome should consider the NASF guidelines.** This principle should be reflected in the Wangaratta MSS. The key issue in relation to airport protection is to ensure that the use and development of land surrounding the airport does not prejudice the ongoing operation of the airport. The two most important safeguarding requirements for smaller regional airports such as Wangaratta Aerodrome involve ensuring that:

- development proposals near the airport and under flight paths do conflict with the airport's airspace protection surfaces; and
- changes of land use near the airport and under flight paths are not for land uses that may be sensitive to aircraft noise (e.g. residential land uses) as defined by the applicable aircraft noise contours.

These two critical safeguarding matters, as they relate to Wangaratta Aerodrome, are discussed below.

#### 6.6.2 Airspace protection surfaces

An Obstacle Limitation Surface (OLS) has been designed for Wangaratta Aerodrome which defines a set of invisible surfaces above the ground around the aerodrome. The OLS generally consist of various invisible surface components with specific characteristics depending on the runway configuration. The airspace above these surfaces forms the aerodrome's protected airspace. The OLS is designed to provide protection for aircraft flying into or out of the aerodrome when the pilot is flying by sight.

The CASA *Manual of Standards Part 139 - Aerodromes* defines Obstacle Limitation Surfaces (OLS) as:

*"A series of planes associated with each runway at an aerodrome that defines the desirable limits to which objects may project into the airspace around the aerodrome so that aircraft operations at the aerodrome may be conducted safely."*

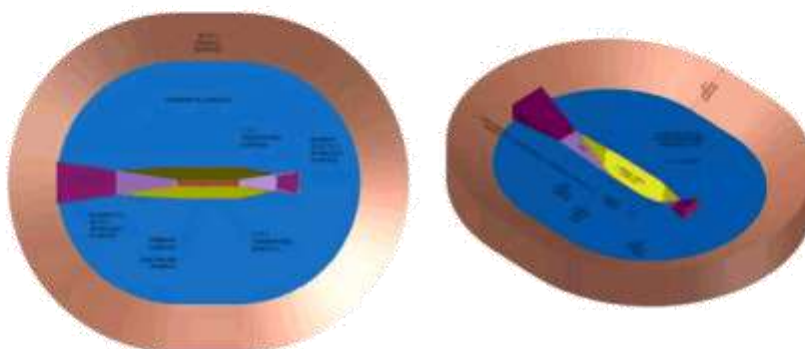


Figure 23 – Visual representation of a typical OLS surface

Airspace protection surfaces are critical for aerodrome safeguarding purposes, in relation to both on-aerodrome and off-aerodrome development. Within the aerodrome site, airspace protection surfaces are particularly relevant for the development of landside facilities and will influence the location and height of future development on the site. Limiting the height of development close to runway(s) is critical. Future development areas on the aerodrome, particularly close to the runways, should have a maximum building height restriction applied, as per the aerodromes OLS plan, to ensure that buildings and other structures do not intrude into the applicable airspace surfaces.



The current Wangaratta Aerodrome OLS plan is shown in Appendix D: Obstacle Limitation Surface. The height of development further away from the runway(s) may increase in accordance with the applicable surfaces, based on Code number and precision or non-precision nature of the runway.

The previous Master Plan included an OLS plan which remains relevant today, as the current runway configuration remains the same. Council conduct an annual survey of obstacles within the OLS. The current OLS is shown in Appendix D: Obstacle Limitation Surface.

Appropriate airspace protection planning controls should be in place based on the applicable airspace surfaces, as recommended in the *National Airports Safeguarding Framework, Guideline F: Managing the Risk of Intrusions into the Protected Airspace of Airports*. Unlike many other aerodromes, **there is no Design & Development Overlay (DDO) in place to protect Wangaratta Aerodrome's OLS surfaces. It is a recommendation of this Master Plan that a DDO be applied for this purpose.**

The most recent OLS was prepared in the previous Master Plan in 2003. As the runway configuration has not changed since the previous Master Plan, the current OLS remains relevant. An OLS survey is carried out annually by Council, as per CASA requirements.

Some pilots remarked that tall trees are present in the approach path for RWY 27 affecting perception. Recent obstacle surveys have not identified any penetrations in the OLS for this approach but it a further discussion with local pilots and / or the Aero Club to understand the extent of the issue would be prudent.

#### **6.6.3 Aircraft noise contours**

The assessment of aircraft noise effects is an important consideration in the development of an aerodrome Master Plan. It aims to ensure that:

- Sensitive land uses are not located in areas of unacceptable aircraft noise;
- The amenity of surrounding developments is not adversely affected by aircraft noise; and
- Aerodrome operations are protected long term from conflicts due to the encroachment of inappropriate development into noise affected areas.

An Australian Noise Exposure Forecast (ANEF) is a contour map showing the forecast of aircraft noise levels that are expected to exist around an aerodrome in the future. Recommendations relating to land use within the ANEF contours are contained in *Australian Standard AS2021-2015 "Acoustics – Aircraft Noise Intrusion – Building Siting and Construction"*. These recommendations are summarised in Table 10 below. This is a summary, only the Australian Standard should be read for full details of the land use recommendations, and associated notes and conditions.



Table 10 - Building Site Acceptability Based on ANEF Zones (Based on Australian Standard AS2021-2015 Table 2.1)

Building Type	ANEF Zone of Site		
	Acceptable <sup>1</sup>	Conditional <sup>2</sup>	Unacceptable <sup>3</sup>
House, home unit, flat, caravan park	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Hotel, motel, hostel	Less than 25 ANEF	25 to 30 ANEF	Greater than 30 ANEF
School, university	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Hospital, nursing home	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Public building	Less than 20 ANEF	20 to 30 ANEF	Greater than 30 ANEF
Commercial building	Less than 25 ANEF	25 to 35 ANEF	Greater than 35 ANEF
Light industrial	Less than 30 ANEF	30 to 40 ANEF	Greater than 40 ANEF
Other industrial	Acceptable in all ANEF zones		

Most airport Master Plans include an ANEF chart along with a discussion of its implications for land use on the airport site and on surrounding land.

The *National Airports Safeguarding Framework Guideline A: Measures for Managing Impacts of Aircraft Noise*, contains further information and recommendations regarding aircraft noise contours which should be considered by aerodrome operators. This includes the use of the "Number Above" noise metric (commonly referred to as N-contours) to supplement the ANEF.

The N-contour system is a complementary aircraft noise metric that shows the potential number of aircraft noise events above 60dB(A), 65dB(A) or 70dB(A) per day. It has some advantages over the ANEF system because it shows noise in a way that a person perceives it – as a number single events per day above a certain decibel level.

The most recent ANEF completed for Wangaratta Aerodrome was in 2003 as part of the previous Master Plan, a copy of that ANEF is attached at Appendix E: ANEF. To our knowledge N contours have never been prepared for the aerodrome.

**The ANEF prepared in 2003 is now outdated and it is a recommendation of this Master Plan that a new ANEF as well as N contours be prepared for the aerodrome to ensure up-to-date noise exposure**

<sup>1</sup> 'Acceptable' means that special measures are usually not required to reduce aircraft noise.

<sup>2</sup> 'Conditional' means that special measures (noise attenuation) are required to reduce aircraft noise.

<sup>3</sup> 'Unacceptable' means that the development should not normally be considered.



forecasts are available for aerodrome safeguarding purposes, and to inform surrounding land use planning in accordance with NASF Guideline A. The ANEF should be endorsed by Airservices.

The Airport Environs Overlay (AEO) has been applied to the ends of the RWY 18/36, protecting the departure and arrival ends of the runway from any noise sensitive land uses that may prejudice aerodrome operations. However the boundaries of the AEO do not relate to an ANEF which they should do according to standard practice, and AEO Schedule 2 has not been applied. These matters should be addressed to ensure consistency with AS2021-2015. Using an up to date ANEF, the AEO should be amended in accordance with the new contours, including use of both AEO schedules 1 and 2.

#### 6.6.4 Planning policies and controls

It is important to the future realisation of aeronautical opportunities at Wangaratta Aerodrome that the capability to undertake aircraft operations in accordance with prescribed safety standards and regulatory requirement is protected.

A number of planning tools and controls exist within the Victorian Planning Provisions for safeguarding Airports:

- The Local Planning Policy Framework, including the Municipal Strategic Statement and Local Planning Policies can be used to highlight the strategic importance of protecting the ongoing operation of the aerodrome;
- Zoning is used to ensure that future land use and development around the aerodrome is responsive to ongoing aviation activities; and
- Overlays such as the Airport Environs Overlay (AEO) and Design and Development Overlay (DDO) deal with matters such as protecting aircraft noise contours and operational airspace surfaces.

The existing planning policies and controls applying to Wangaratta Aerodrome were identified in Section 2.5.

The following recommendations are made to improve these policies and controls and enhance the safeguarding of Wangaratta Aerodrome:

- Amending the MSS to highlight the role and importance of the aerodrome as well as the need to safeguard its ongoing operation in accordance with the principles and guidelines of NASF.
- Amending the Zoning for the aerodrome from Public Use Zone 4 to Special Use Zone to allow and support more flexible land use and developments at the aerodrome, including non-aviation developments, consistent with the zoning applying to many other aerodromes in Victoria.
- Amending the Airport Environs Overlay to properly reflect updated ANEF contours. (and Australian Standard AS2021-2015), including use of both AEO schedules 1 and 2.
- Introduction of a DDOs to protect the aerodrome's Obstacle Limitation Surfaces (OLS).

A planning scheme amendment should be prepared incorporating these matters once the new ANEF has been prepared and endorsed by Airservices Australia.





In relation to amending the MSS, it is **recommended that Clause 21.08 be amended to highlight the economic development and tourism role of the aerodrome and the importance of safeguarding its ongoing operation.** This may be achieved simply by adding some dot points to the existing clause, such as:

- Wangaratta Aerodrome plays a valuable economic development and tourism role in the municipality with potential for expansion of its existing activities. This includes potential for a freight logistics facility associated with the aerodrome (discussed in Clause 21.11).
- Promote and develop Wangaratta Aerodrome as a tourism attraction and opportunity.
- Ensure the long-term protection of Wangaratta Aerodrome in accordance with Clause 18.04-2, the National Airports Safeguarding Framework and the Wangaratta Aerodrome Master Plan.

**In Clause 21.11 of the MSS it is recommended that new strategic direction dot points be added regarding development opportunities and safeguarding the community asset, such as:**

- Support and promote further General Aviation development at Wangaratta Aerodrome.
- Ensure the long-term protection of Wangaratta Aerodrome in accordance with Clause 18.04-2, the National Airports Safeguarding Framework and the Wangaratta Aerodrome Master Plan.

A draft Special Use Zone (SUZ) schedule for the aerodrome has been prepared for Council's consideration. This is attached at Appendix F. The proposed SUZ schedule is based on the schedules that apply at several other aerodromes in Victoria.

In addition, a draft map showing three proposed DDOs, as well as draft DDO schedules, have been prepared to protect the aerodrome's OLS, based on the approach adopted at several other aerodromes in Victoria and the OLS plan prepared by Connell Wagner (Appendix D). These documents are attached at Appendix G. The details of the proposed three DDOs are as follows:

DDO Number	OLS Surface	DDO Permit Trigger
DDO4	Take-off climb, approach and transitional surfaces (part)	Buildings or works above 153m AHD
DDO5	Take-off climb, approach and transitional surfaces (part)	Buildings or works above 170m AHD
DDO6	Inner Horizontal Surface	Buildings or works above 196m AHD

The proposed DDOs are based on the aerodrome's OLS and will help enforce height limits and minimise potential obstacles that could affect the aerodrome's operations. The DDOs require a permit for buildings or works that could potentially breach the applicable surfaces.





It is noted, however, that whilst the proposed DDOs are based on the OLS plan, they do not replicate the OLS height limits. This is because the OLS plan comprises a series of surfaces (many of which are not horizontal) which cannot be effectively translated directly into planning scheme height controls. The DDOs therefore adopt a conservative approach to height control in the vicinity of the aerodrome, consistent with the approach adopted at other aerodromes.



## 7 Implementation plan

This Master Plan provides Council with a strategic direction and guidelines for future development of Wangaratta Aerodrome. It is a strategic document that aims to assist Council in planning for the next 20 years. Implementation of this plan will require a number of actions to be undertaken.

### 7.1 Summary of key issues and recommendations

This section provides a summary of recommendations for the key issues highlighted throughout the report. Table 11 sets out the recommendations and actions, associated key trigger points and indicative timings arising from this Master Plan. The nominated period is indicative only and may change depending on a range of financial, operational, user group and community needs and demands. In addition to normal project procurement processes, some actions may require associated enabling activities such as lease re-negotiations and potentially, the relocation of existing land uses / buildings.

The timings are defined as:

- Immediate term: 0-12 months
- Short term: 1-5 years
- Medium term: 5-10 years
- Long term: 10+ years

The advancements of major projects in the tables below will require detailed planning. The Wangaratta Aerodrome – Business Case Report has been written by Michael Connell & Associates in conjunction with the Master Plan to provide a more in-depth analysis of the economic case supporting future development at the aerodrome including the projects listed in the tables below, although further individual examination will be required for each project.

Table 11 – Master Plan recommendations

No.	Section	Summary of Action	Trigger Point / Rationale	Indicative Timing
1	3.4.1 Aviation Activities (p25)	Explore opportunities to link local community groups to events at the aerodrome (i.e. VJAA events)	Ongoing	Short Term
2	5.6 Navigation Systems (p46)	Review NDB viability as no longer required operationally by Airservices	Consultation with CASA and Aerodrome users	Short Term / Medium Term
3	6.1.2 Existing Aviation Precinct (p49)	Ensure no plans for development on the grass viewing area between the terminal building and commercial hangar.	Permits public access for viewing events, joy flights and meeting visitors	Medium Term



No.	Section	Summary of Action	Trigger Point / Rationale	Indicative Timing
4	6.1.3 General Aviation Expansion Precincts (GAE1 & GAE2) (p49)	GAE1 precinct development	Subject to decision concerning Aero Club location (Looped taxiway vs direct access)	Medium Term (Subject to funding / grant approval)
5	6.1.3 General Aviation Expansion Precincts (GAE1 & GAE2) (p49)	GAE2 precinct development	Completion of GAE1 development and sufficient growth to provide a business justification	Long Term (Subject to funding / grant approval)
6	6.1.4 Potential Future Industrial Precincts PFIA & PFI (p49)	Maintain the PFIA precinct for aviation related development	Protect available land adjacent to a runway which has higher value to an air freight operation	Long Term
7	6.2.1 Runways (p51)	Retain land acquired for extension of and sealing of RWY 09/27	Reserved for future use	Long term
8	6.2.2 Apron (Apron parallel taxiway) (p52)	Evaluate pavement strength of the taxiways and parallel taxiway apron	Regular (once per week) use of the aerodrome by Code C aircraft	As required
9	6.2.2 Apron (Apron parallel taxiway) (p52)	Widen parallel taxiway apron strip adjacent to Aero Club building to allow Code B	Planning for GAE1 precinct	Short Term (Subject to funding / grant approval)
10	6.2.2 Apron (Apron parallel taxiway) (p52)	Relocation of aircraft fuelling facility to comply with adjacent taxiway Code C requirements	Required if GAE2 development is supporting Code C aircraft	Long Term / As required (Subject to funding / grant approval)
11	6.2.2 Apron (Apron parallel taxiway) (p52)	Apron / Parallel taxiway apron resealing repairs	Following consultation with the Aerodrome User Group to assess extent of the issue	Short Term



No.	Section	Summary of Action	Trigger Point / Rationale	Indicative Timing
12	6.2.3 Taxiways (p54)	Construction of an extension to the parallel taxiway apron to Code C requirements	Required if GAE2 development is supporting Code C aircraft	Long Term / As required (Subject to funding / grant approval)
13	6.2.3 Taxiways (p54)	Review safety procedures regarding potential conflict area between RWY 27 approach path and traffic on RWY 18/36 (and southern link taxiway)	Consultation with CASA and Aerodrome Users Verification of annual OLS survey results	Short Term
14	6.2.4 Aircraft fuelling facility (p54)	Construct additional apron space to the north and south of the aircraft fuelling facility and relocate fuel bowzers	Commencement of GAE1 development to accommodate taxiway widening and reduce congestion	Short Term (Subject to funding / grant approval)
15	6.2.5 Hangars and aircraft parking (p55)	Additional tie down area opposite GAE2 precinct to increase aircraft parking	Commencement of GAE2 development	Long Term (Subject to funding / grant approval)
16	6.2.6 Passenger terminal building (p57)	Review location of Aero Club building	Planning phase for GAE1 precinct	Short Term
17	6.3 Ground Transport Plan (p58)	Construction of a new access road off Brian Higgins Drive and Car Park extension precinct to serve GAE2 precinct	Completion of GAE1 development and sufficient growth to provide a business justification	Long Term (Subject to funding / grant approval)
18	6.4 Security (p58)	Review of security facilities	Consultation with Aerodrome Users and local police	Short Term
19	6.5 Environmental and Heritage Management Plan (p59)	Flora and fauna assessment	Planning for GAE1 precinct	Medium Term



No.	Section	Summary of Action	Trigger Point / Rationale	Indicative Timing
20	6.6.1 National Airports Safeguarding Framework (p59)	Assessment of all land use and development proposals around Wangaratta Aerodrome should consider NASF guidelines	Upon adoption of Master Plan	Ongoing
21	6.6.3 Aircraft Noise Contours (p61)	Prepare a new ANEF as well as N contours for the aerodrome to ensure up-to-date noise exposure forecasts are available for aerodrome safeguarding purposes.	Upon adoption of Master Plan	Short Term
22	6.6.4 Planning policies and controls (p63)	Amending the MSS to highlight the role and importance of the aerodrome as well as the need to safeguard its ongoing operation in accordance with the principles and guidelines of NASF.	Upon adoption of Master Plan	Short Term
23	6.6.4 Planning policies and controls (p63)	Amending the Zoning for the aerodrome from Public Use Zone 4 to Special Use Zone to allow and support more flexible land use and developments at the aerodrome.	Upon adoption of Master Plan	Short Term
24	6.6.4 Planning policies and controls (p63)	Amending the Airport Environs Overlay to properly reflect updated ANEF contours.	Upon endorsement of the ANEF to ensure consistency with contours.	Short Term
25	6.6.4 Planning policies and controls (p63)	Introduction of Design and Development Overlays (DDO) for airspace protection surfaces (OLS).	Upon adoption of Master Plan	Short Term
26	6.6.4 Planning policies and controls (p63)	Clause 21.08 of MSS to highlight the economic development and tourism role of the aerodrome and the importance of safeguarding its ongoing operation	Upon adoption of Master Plan	Short Term
27	6.6.4 Planning policies and controls (p63)	Clause 21.11 of the MSS, additional bullet points regarding development opportunities and safeguarding community asset	Upon adoption of Master Plan	Short Term

## 7.2 Master Plan next steps

The following table sets out the key actions required to implement this Master Plan. It includes trigger points and a broad indication of likely timing for each action.



Airport Master Plans are typically reviewed every five years to ensure they address any changes in relevant circumstances or conditions. One of the actions in the Implementation Plan therefore is to review this Master Plan in 5 years. For this reason, the Implementation Plan below focuses on the first five years of the planning period. However, based on current information these actions are expected to cover the critical matters. Other actions may be required but they are likely to be related to non-aviation/industrial development and will be market driven.

Indicated costs are rough order of magnitude (-25% / +75%), exclusive of contingency, and are valid as of January 2018. Hangar development costs are based on established practices whereby Council prepares the site and concrete base and the customer funds the construction of the structure.

Table 12 - Implementation Plan

Action	Trigger Point	Indicative Timing
<b>Master Plan / Strategic</b>		
Commence Community Engagement	Council approval to release the Draft Master Plan for community comment	February 2018
Release of Final Masterplan	Council adoption of the Master Plan	Immediately upon adoption by council – 2018
Master Plan review		5 years from adoption
<b>Planning</b>		
Review the zoning and Planning Scheme controls over the aerodrome to ensure it is responsive and allows future growth and development.	Adoption of Master Plan	Short term
Undertake a planning scheme amendment	Adoption of Master Plan	2018
Implement Design & Development Overlays for airspace protection	Adoption of Master Plan	2018
<b>Operational Management</b>		
Commission an Australian Noise Exposure Forecast (ANEF) report and preparation of N contours Obtain endorsement from Airservices Australia	Adoption of Master Plan	2018
Review NDB status and ongoing retention requirements	Adoption of Master Plan	2018

10 August 2018

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Action	Trigger Point	Indicative Timing
Review safety procedures concerning potential conflict area between RWY 27 approach surface and southern exit taxiway	Adoption of Master Plan	2018
Review airport security	Adoption of Master Plan	2018
<b>Marketing and Public Awareness</b>		
Leverage local interest in historical aviation, warbird aviation and networking connections with Temora	Ongoing	2018-19
Continue working with tour operators and recreational aviation business (including flying schools) to establish and grow more businesses at the site	Ongoing	2018-19
<b>Infrastructure</b>		
GAE1 Precinct Development <ul style="list-style-type: none"> <li>• Taxiway - \$125K</li> <li>• Hangar Site Preparation &amp; Base - \$90K</li> <li>• Apron - \$90K</li> <li>• Parallel Taxiway Apron Strip Widening - \$85K</li> <li>• Fuel Bowser relocation – unknown</li> <li>• Drainage / Sewerage / Utilities</li> </ul>	Adoption of Master Plan Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Short – Medium Term
GAE2 Precinct Development – Stage 1 <ul style="list-style-type: none"> <li>• Hangar Site Preparation &amp; Base - \$56K</li> <li>• Apron - \$210K</li> </ul>	GAE1 Completion Adoption of Master Plan Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Medium Term

### 7.3 Future land-use and infrastructure development

In addition to the 5-year horizon of the implementation plan, there are further developments discussed in the Master Plan. These future concepts are outlined in Table 13 below.



Table 13: Future infrastructure development

Action	Trigger Point	Indicative Timing
Access road link – Brian Higgins Drive to GAE2 precinct <ul style="list-style-type: none"> <li>Road - \$225K</li> </ul>	GAE2 Precinct Development	Medium Term / Long Term
GAE2 Precinct Development – Stage 2 <ul style="list-style-type: none"> <li>Taxiway - \$125K</li> <li>Parallel Taxiway Extension - \$375K</li> <li>Hangar Site Preparation &amp; Base - \$115K</li> <li>Apron - \$455K</li> <li>Tie-down parking area</li> <li>Drainage / Sewerage / Utilities</li> </ul>	GAE2 Completion Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Long Term
New Code C taxiway linking the parallel taxiway apron to RWY 18/36 adjacent to GAE2	GAE2 Precinct Development Traffic demands	Long Term
Access road link – Brian Higgins Drive to GAE2 precinct <ul style="list-style-type: none"> <li>Road - \$225K</li> </ul>	GAE2 Precinct Development	Long Term
Runway strengthening	Demand or introduction of aircraft with classification > ACN 12	Medium Term / As required
PFI Precinct	Subject to business case and demand	Long Term / Future plan
PFI A Precinct	Subject to business case and demand	Long Term / Future Plan
Car Park Expansion	Subject to demand	Long Term / Future Plan



## 8 References

Economic Development Strategy 2016-2020, Wangaratta Rural City Council

Manual of Standards Part 139 – Aerodromes, Civil Aviation Safety Authority January 2017

Final Report Wangaratta Aerodrome Master Plan Development, Connell Wagner July 2003

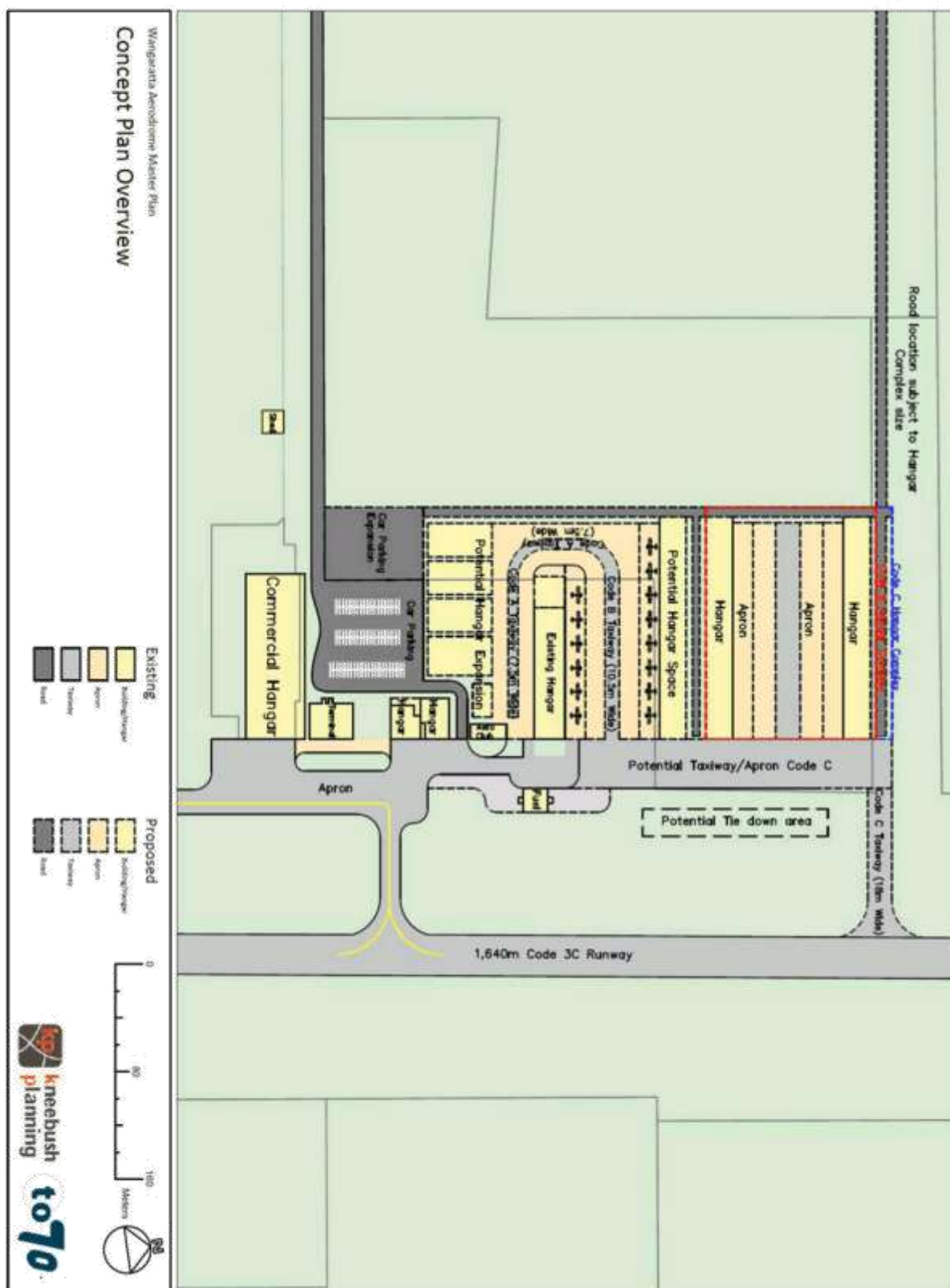
Connecting Australia – The Economic and Social Contributions of Australia's Airports, March 2012, Deloitte Access Economics

## Appendix A: Precinct Plan

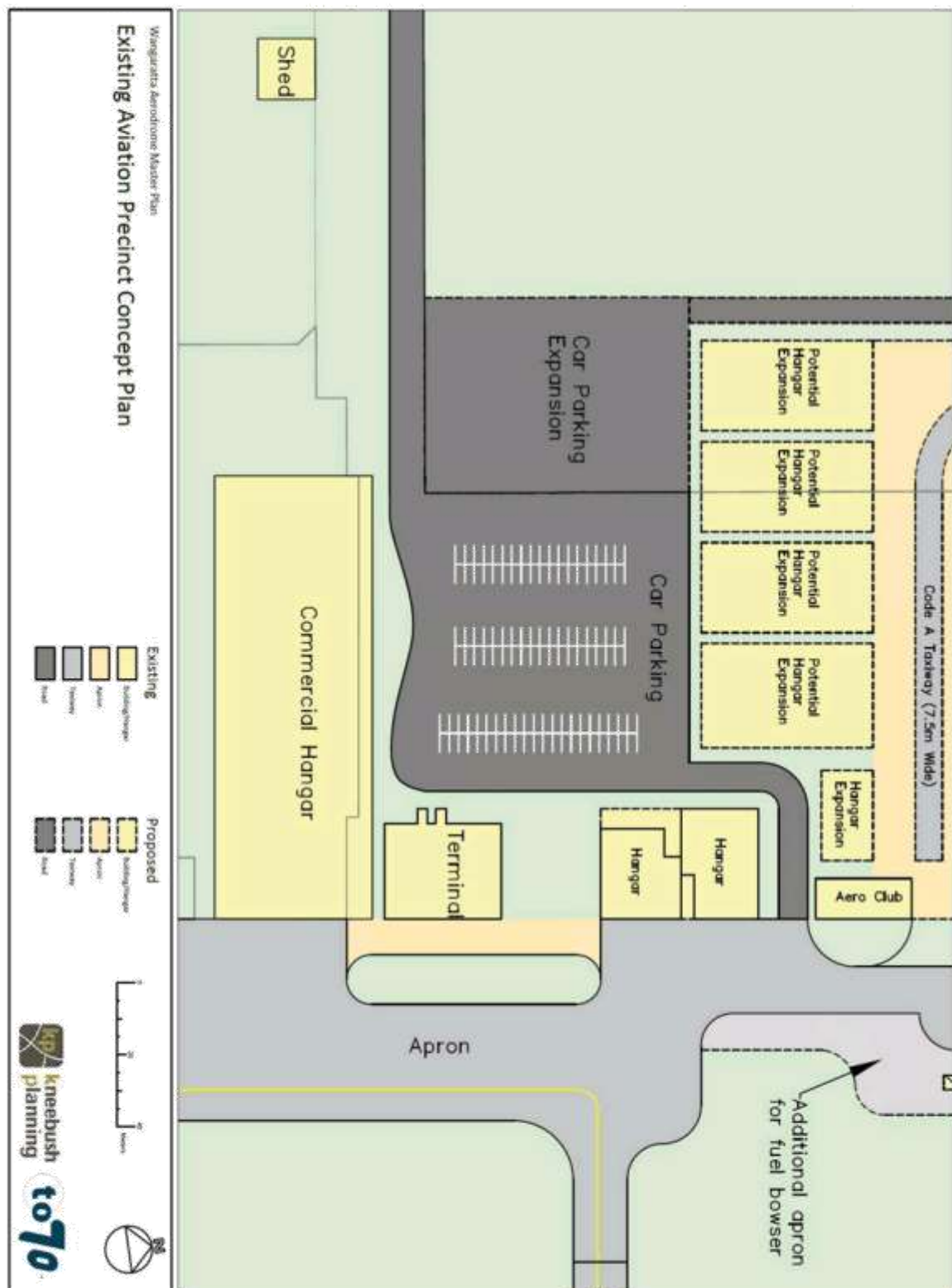


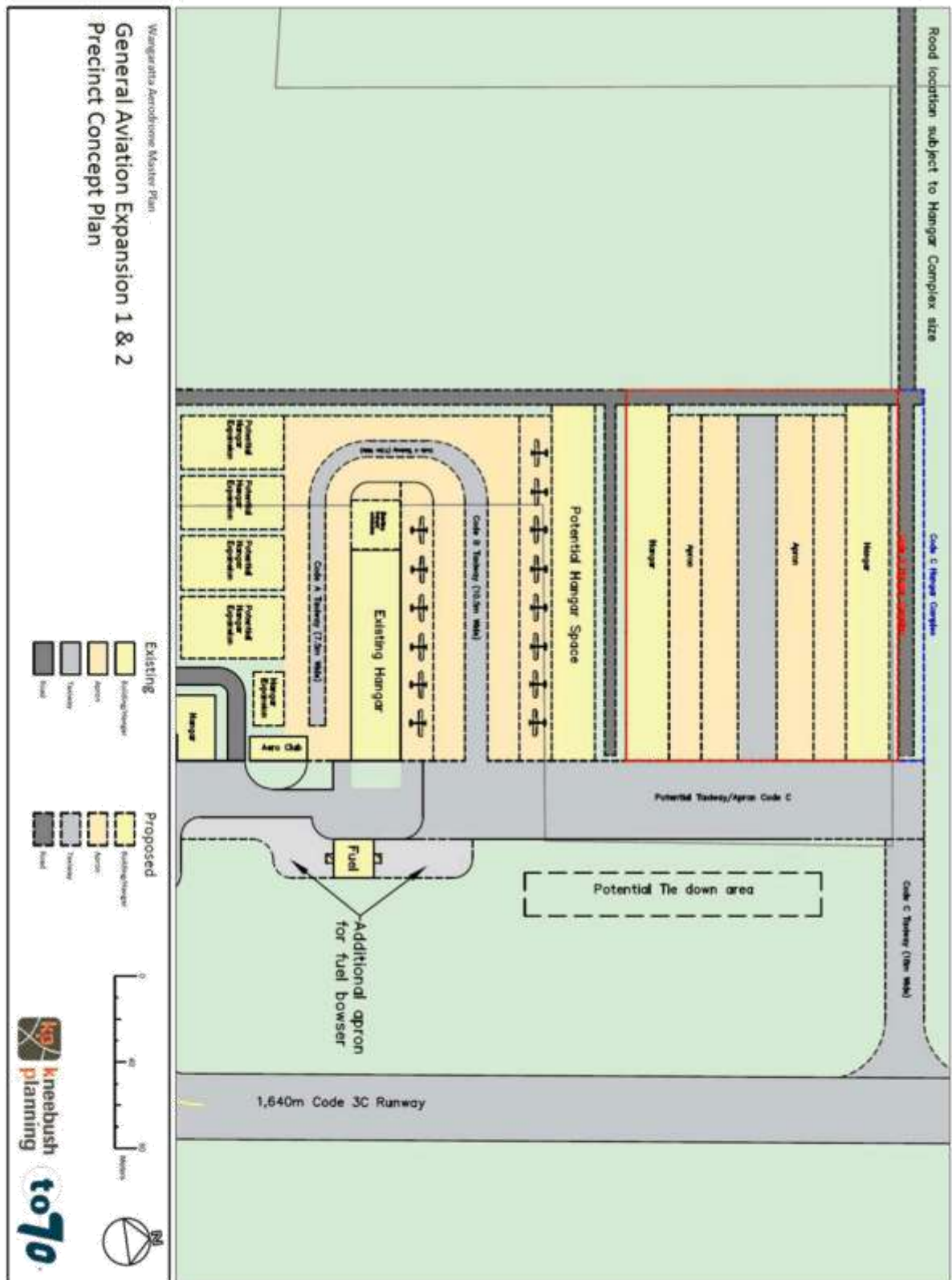
## Appendix B: Concept Plans

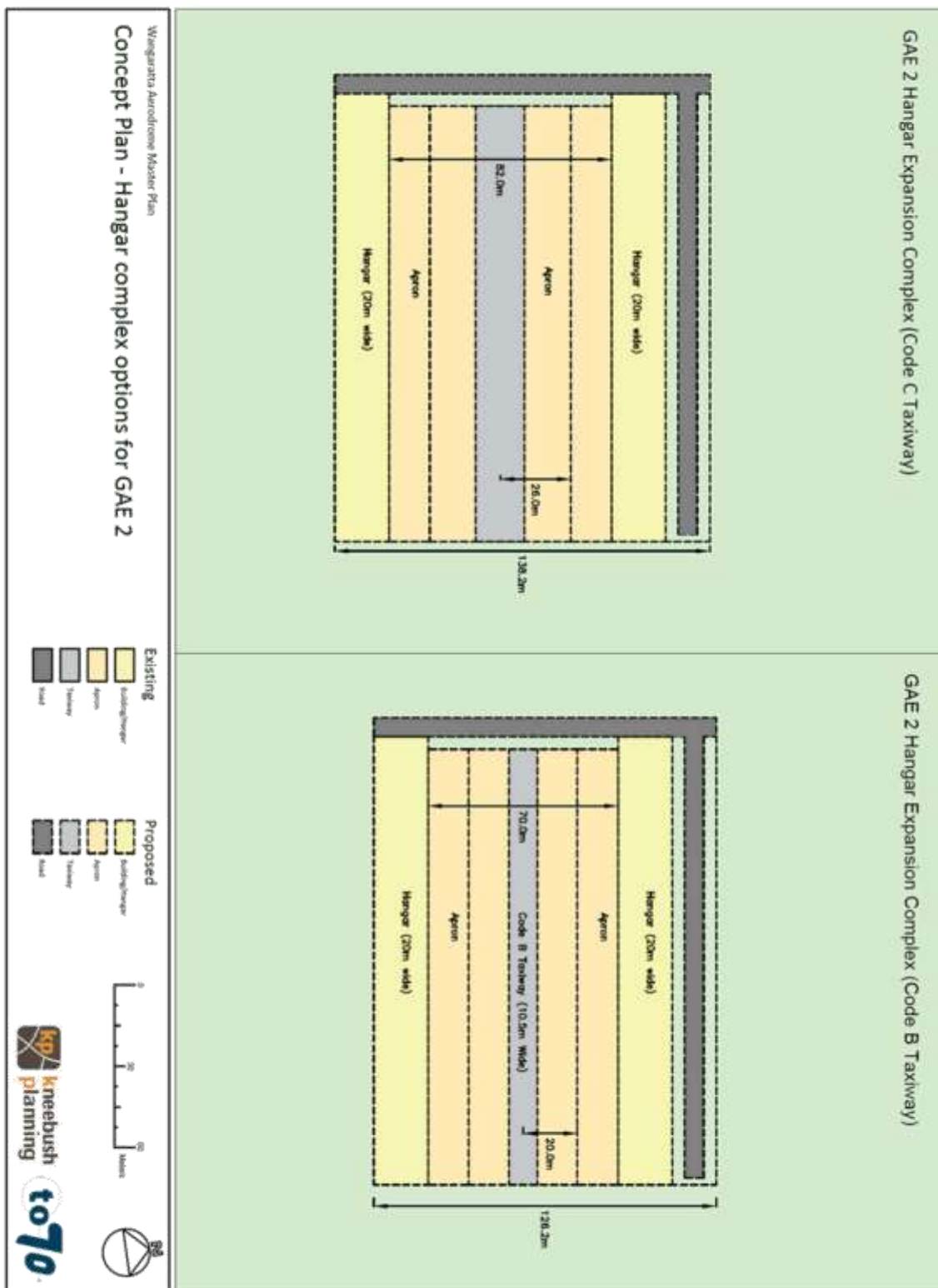












## Appendix C: Flood information



CMA Reference No. : F-2017-0157  
 Document No. : 1  
 Applicant Ref No.: Email enquiry 30 August 2017

Date : 14 November 2017

Rob Morris  
 To70 Aviation Pty Ltd  
 70 Racecourse Road  
 North Melbourne, VIC, 3051

Dear Rob,

**Flood enquiry location :**  
**Street :** Brian Higgins Drive, Laceby, VIC, 3678  
**Cadastral :** Lot 2, PS326830, Parish of Laceby

**Regarding :** Flood Enquiry



**NORTH EAST  
 CATCHMENT  
 MANAGEMENT  
 AUTHORITY**

P.O Box 616  
 Wedonga VIC 3689  
 Ph: 1300 216 513  
 Fax: 02 6043 7601  
 Website: [www.necma.vic.gov.au](http://www.necma.vic.gov.au)  
 Email: [necma@necma.vic.gov.au](mailto:necma@necma.vic.gov.au)  
 ABN 53 229 361 440

Thank you for your enquiry of 30 August 2017, received at the North East Catchment Management Authority (the Authority) on 30 August 2017. I apologise for the delay in providing the information below as we were awaiting supply of data from recent flood modelling in the area.

The North East CMA is a statutory referral Authority for floodplain management under Section 55 of the *Planning and Environment Act 1987*.

Below is the Authority's understanding of the application:

The applicant(s), Rob Morris  
 of To70 Aviation Pty Ltd  
 70 Racecourse Road  
 North Melbourne, VIC, 3051  
 representing landowner Rural City of Wangaratta

requests information relating to the following:

**Proposed Development Type:** Flood Level Enquiry  
**Proposed Development Description:** Wangaratta Airport Master Plan

on the above mentioned flood enquiry location. The Authority's assessment of the above information has determined that the flood enquiry location is covered by the following Zones and Overlays in the Wangaratta Planning Scheme

**Zone(s):** PUZ4 – Public Use Zone Schedule 4 (Transport)  
**Overlay(s):** FO – Floodway Overlay

Flood levels for the 1% AEP (100 year ARI) flood event have not been designated or declared for this area under the *Water Act 1989*. The Authority's best estimate of the 1% AEP flood level for the location described above varies from RL 152.9 metres AHD (southern end of runway) to RL 151.5 m AHD (northern end of runway) (from Wangaratta Urban Waterways Flood Study (2017). In proximity to the existing hangars and infrastructure the 1% AEP level is RL 152.7 m AHD. These levels are derived from a recent flood study and are 0.3-0.6 m lower than historic levels (from October 1993 flood event) previously used to define 1% AEP level in this area.

Consequently the Authority advises that in the 1% AEP flood event land upstream of Brian Higgins Drive will be subject to extensive flooding from the Fifteen Mile Creek system (One Mile Creek and Three Mile Creek). Limited flooding is

expected downstream of Brian Higgins Drive however shallow flooding may occur in drainage depressions closer to Greta Road. Flooding around existing infrastructure downstream of Brian Higgins Drive is likely to be limited to drains and depressions. Flooding would also be expected in the drains both east and west of the runway and may extend to the edges of the runway. The extent and depth of flooding in the 1% AEP event is shown in Figure A (attached).

Any further development should be restricted to the land downstream of Brian Higgins Drive. Any development of the land downstream of Brian Higgins Drive (and specifically within approximately 400 m of Greta Road) would need to make appropriate provision to manage local drainage impacts.

The extent of flooding in October 1993 (now considered to be larger than 1% AEP in this area) is shown in Figure B (attached) and can be taken to represent conditions in approximate 0.5% AEP event.

Please note, this document contains flood level advice only and does not constitute approval or otherwise of any development at this location.

Should you have any further queries, please do not hesitate to contact Tim Loffler on 1300 216 513. To assist the Authority in handling any enquiries please quote **F-2017-0157** in your correspondence with us.

Yours sincerely,



**Tim Loffler**  
Floodplain Specialist

#### Definitions and Disclaimers

1. The area referred to in this letter as the 'proposed development location' is the land parcel(s) that, according to the Authority's assessment, most closely represent(s) the location identified by the applicant. The identification of the 'proposed development location' on the Authority's GIS has been done in good faith and in accordance with the information given to the Authority by the applicant(s) and/or the Rural City of Wangaratta.
2. While every endeavour has been made by the Authority to identify the proposed development location on its GIS using VicMap Parcel and Address data, the Authority accepts no responsibility for or makes no warranty with regard to the accuracy or naming of this proposed development location according to its official land title description.
3. **AEP – Annual Exceedance Probability** – is the likelihood of occurrence of a flood of given size or larger occurring in any one year. AEP is expressed as a percentage (%) risk and may be expressed as the reciprocal of ARI (Average Recurrence Interval).  
Please note that the 1% probability flood is not the probable maximum flood (PMF). There is always a possibility that a flood larger in height and extent than the 1% probability flood may occur in the future.
4. **ARI – Average Recurrence Interval** – is the likelihood of occurrence, expressed in terms of the long-term average number of years, between flood events as large as or larger than the design flood event. For example, floods with a discharge as large as, or larger than the 100 year ARI flood will occur on average once every 100 years.
5. **AHD – Australian Height Datum** – is the adopted national height datum that generally relates to height above mean sea level. Elevation is in metres.
6. No warranty is made as to the accuracy or liability of any studies, estimates, calculations, opinions, conclusions, recommendations (which may change without notice) or other information contained in this letter and, to the maximum extent permitted by law, the Authority disclaims all liability and responsibility for any direct or indirect loss or damage which may be suffered by any recipient or other person through relying on anything contained in or omitted from this letter.
7. This letter has been prepared for the sole use by the party to whom it is addressed and no responsibility is accepted by the Authority with regard to any third party use of the whole or of any part of its contents. Neither the whole nor any part of this letter or any reference thereto may be included in any document, circular or statement without the Authority's written approval of the form and context in which it would appear.
8. The flood information provided represents the best estimates based on currently available information. This information is subject to change as new information becomes available and as further studies are carried out.

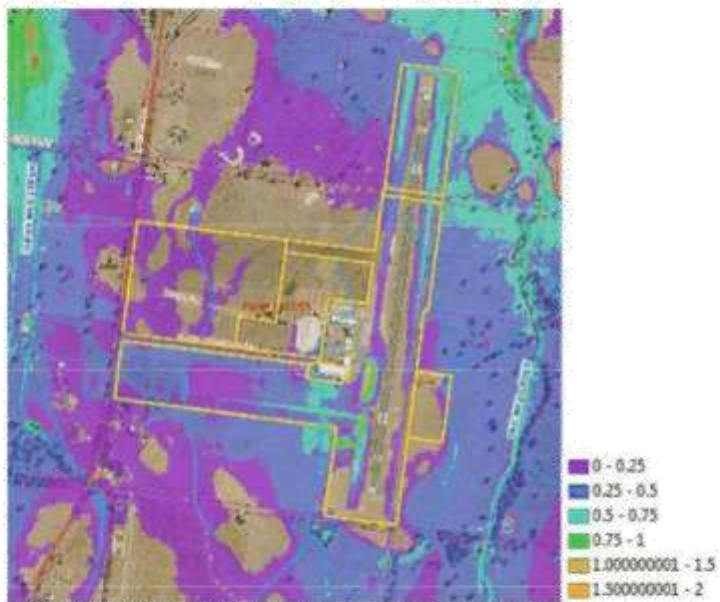
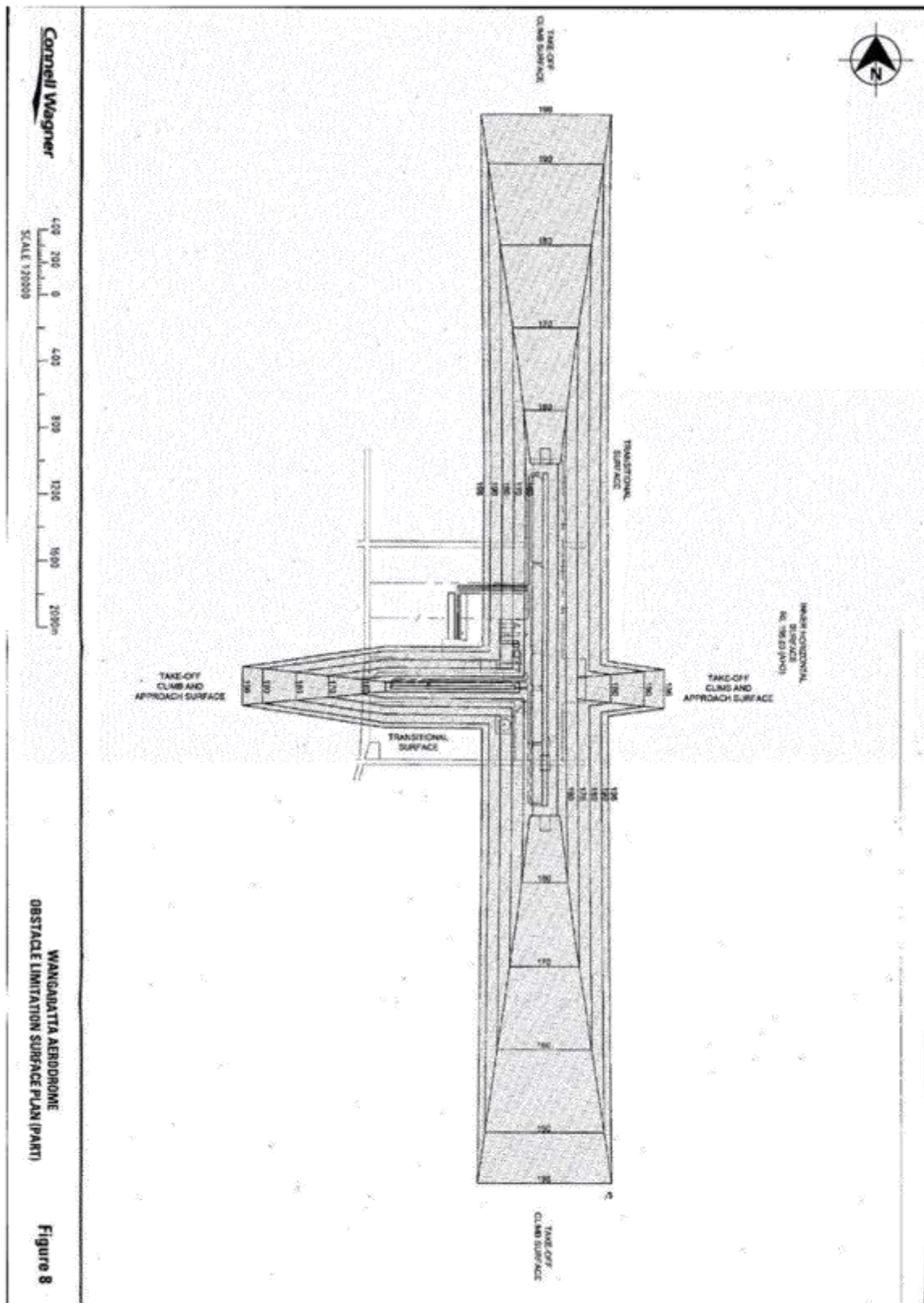


FIGURE A – Modelled 1% AEP flood depth

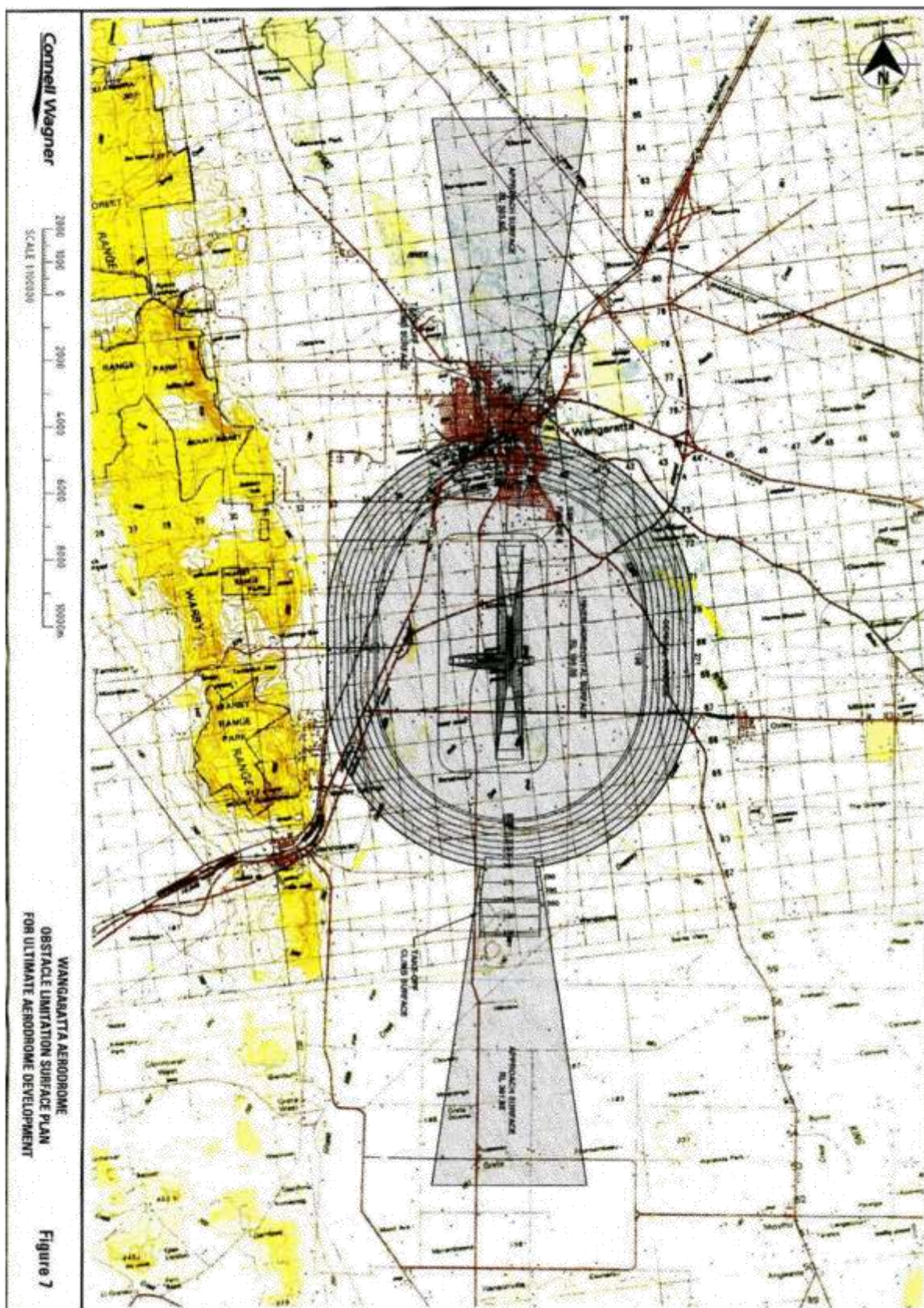


FIGURE B – October 1993 flood imagery

## Appendix D: Obstacle Limitation Surface

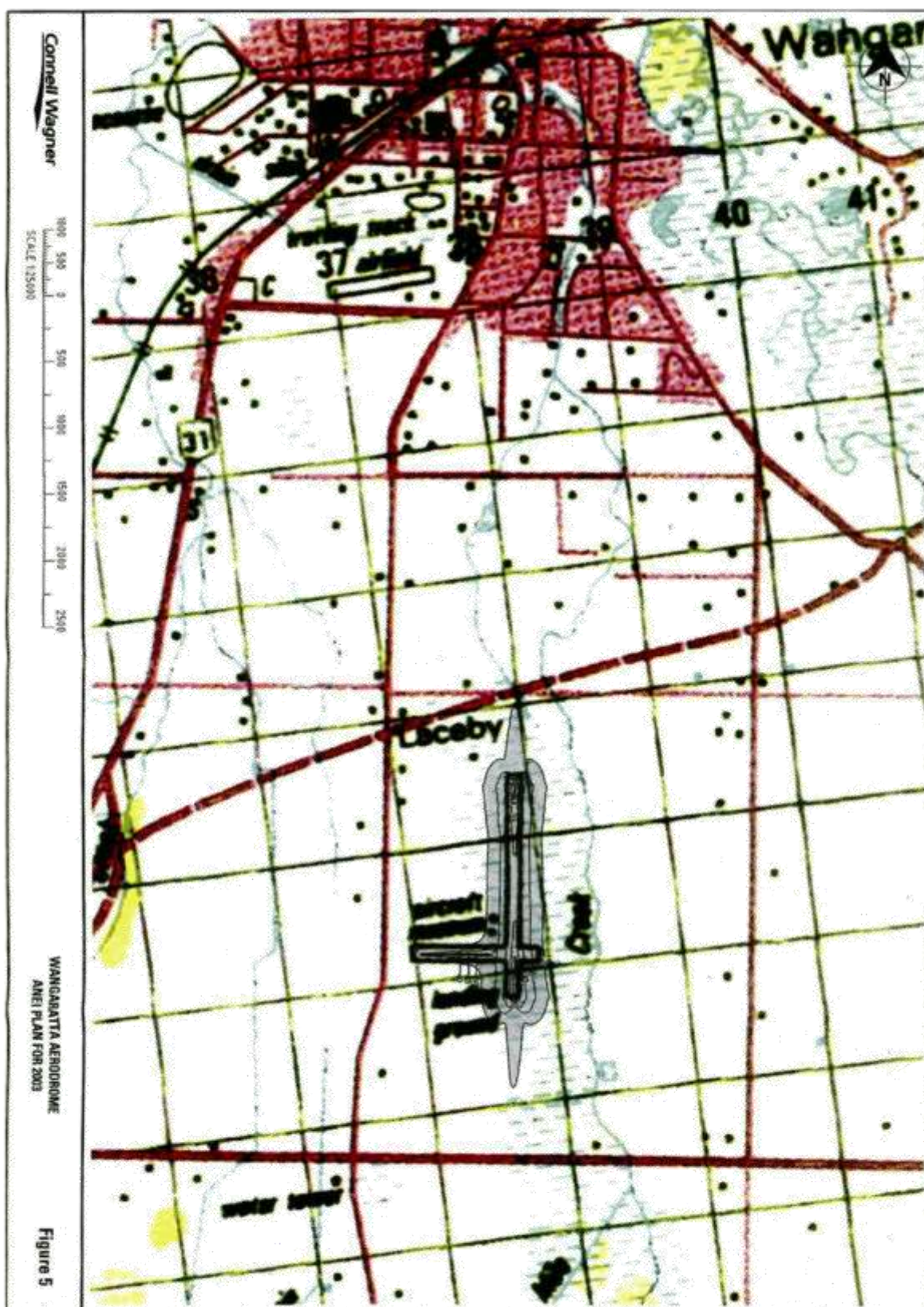








## Appendix E: ANEF (2003)



## **Appendix F: Special Use Zone Draft and Design and Development Overlay Amendments**

**SCHEDULE 8 TO THE SPECIAL USE ZONE**

Shown on the planning scheme map as **SUZ8**.

**WANGARATTA AERODROME****Purpose**

To provide for the use of the land for the purpose of an aerodrome and complementary uses.

To ensure that the use and development of the land does not prejudice or interfere with the operation of the aerodrome.

To ensure that use and development of the aerodrome takes place in an orderly and proper manner and does not cause loss of amenity to the surrounding area or neighbourhood.

To provide for use and development in accordance with the current approved Master Plan for the aerodrome.

**1.0****Table of uses****Section 1 - Permit not required**

Use	Condition
Airport	Must be generally in accordance with the Wangaratta Aerodrome Master Plan.
Car park	Must be ancillary to the use of the land for Airport.
Informal outdoor recreation	
Mineral exploration	
Mining	Must meet the conditions of Clause 52.08.
Heliport	
Helicopter landing site	
Minor utility installation	
Natural systems	
Stone exploration	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01.

**Section 2 - Permit required**

Use	Condition
Agriculture (other than intensive animal husbandry)	
Caretaker's house	
Car park – if the Section 1 condition is not met	
Convenience restaurant	
Convenience shop	
Education centre	Must be associated with the aviation industry and be generally in accordance with the Wangaratta Aerodrome Master Plan.
Group accommodation	Must be in association with an Education centre.
Industry (other than Abattoir)	Must be generally in accordance with the Wangaratta Aerodrome Master Plan.
Leisure and recreation	
Office	
Residential college	Must be in association with an Education centre.
Retail premises	Must be ancillary to the use of the land for Airport.

Use	Condition
Transport terminal (other than Airport and Heliport)	
Utility installation (other than Minor utility installation)	
Warehouse	Must generally be in accordance with the Wangaratta Aerodrome Master Plan.
Any other use not in Section 1 or 3	
Any use in Section 1 – if the condition is not met	

### Section 3 - Prohibited

Use
Abattoir
Accommodation (other than Caretaker's house, Residential college and Group accommodation)
Brothel
Childcare centre
Cinema based entertainment facility
Hospital
Intensive animal husbandry

## 2.0 Use of land

Use of land must not prejudice or interfere with the operation of the aerodrome in any way. All land use must be generally in accordance with the Wangaratta Aerodrome Master Plan.

### Application requirements

An application to use land must be accompanied by the following information:

- a plan and/or a statement showing how the proposed use will not prejudice or interfere with the operation of the aerodrome;
- the purpose of the use and types of activities which will be carried out; and
- the likely effects, if any, on the aerodrome and adjacent land including traffic, light spill and hours of operation.

### Decision guidelines

Before deciding on an application to use land, the responsible authority must consider:

- the existing and likely future use of the aerodrome;
- the effect that the proposed use may have on the aerodrome and existing uses;
- the movement of pedestrians, cyclists and vehicles (both road and air), emergency services and public transport;
- the availability of and connection to services;
- the need for and provision of car parking;
- the effect that the proposed use may have on the amenity of the area;
- the National Airports Safeguarding Framework; and
- the Wangaratta Aerodrome Master Plan.

## 3.0 Subdivision

A permit is required to subdivide land.

Subdivision must not prejudice or interfere with the operation of the aerodrome in any way.

### Application requirements

An application to subdivide land must be accompanied by the following information:

- the purpose of the subdivision;
- a plan showing how the subdivision will complement the aerodrome;
- the intended outcome of the subdivision and use of the lots once the subdivision is completed;
- the strategic impact on the aerodrome; and
- the likely effects of the subdivision on the aerodrome and the adjacent land.

#### **Decision guidelines**

Before deciding on an application to subdivide land, the responsible authority must consider:

- the existing and likely future use of the aerodrome;
- the effect that the proposed subdivision may have on the aerodrome and existing uses;
- the movement of pedestrians and cyclists and vehicles (both road and air), emergency services and public transport;
- the availability of and connection to services;
- any relevant CASA regulations that may be applicable;
- the effect that the proposed subdivision may have on the amenity of the area
- the National Airports Safeguarding Framework; and
- the Wangaratta Aerodrome Master Plan.

#### **4.0**

#### **Buildings and works**

A permit is required to construct a building or construct or carry out works.

This does not apply to a building or works which are for an Airport or aviation-related use and, in the opinion of the responsible authority, are consistent with the current approved Master Plan and Obstacle Limitation Surface (OLS) plan for the aerodrome.

Buildings and works must not prejudice or interfere with the operation of the aerodrome in any way.

#### **Application requirements**

An application to construct a building or construct or carry out works must be accompanied by the following information:

- A plan drawn to scale which shows:
  - the boundaries and dimensions of the site;
  - adjoining roads;
  - the location, height and purpose of buildings and works on adjoining land;
  - relevant ground levels;
  - the layout of existing and proposed buildings and works;
  - all driveway, car parking and loading areas;
  - proposed landscape areas; and
  - all external storage areas.
- Elevation drawings to scale showing the colour and materials of all buildings and works.
- Construction details of all drainage, driveways, vehicle parking and loading areas.

#### **Decision guidelines**

Before deciding on an application to construct a building or construct or carry out works, the responsible authority must consider:

- the existing and likely future use of the aerodrome;
- the movement of traffic and provision of car parking;
- the interface with adjoining land, especially the relationship with the aerodrome;
- the appearance of the proposed buildings and works;
- the availability of connection to services;



- any relevant CASA regulations that may be applicable;
- the effect that the proposed buildings and works may have on the amenity of the area;
- the National Airports Safeguarding Framework;
- the Wangaratta Aerodrome Master Plan; and
- the Wangaratta Aerodrome Obstacle Limitation Surface (OLS) plan.

**5.0 Exemptions from notice and review**

An application is exempt from the notice requirements of section 52(1)(a), (b), and (d), the decision requirements of section 64(1), (2), and (3) and the appeal rights of section 82(1) of the Act. This exemption does not apply to land within 30 metres of land (not a road) which is in a Residential Zone, land used for hospital or school or land in a Public Acquisition Overlay to be acquired by a hospital or school.

**6.0 Advertising signs**

None specified.

**SCHEDULE 4 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO4**.

**WANGARATTA AERODROME – OBSTACLE HEIGHT AREA NO.1****1.0 Design objectives**

- To ensure that all buildings and works are within specified height limits.
- To ensure that appropriate external building materials are used, to avoid creating a hazard to aircraft flight paths in the vicinity of Wangaratta Aerodrome.
- To ensure that flight paths associated with Wangaratta Aerodrome are protected from the encroachment of inappropriate obstacles which may affect the safe and effective operation of the Aerodrome.

**2.0 Buildings and works**

A permit is not required to:

- Construct a building or construct or carry out works, for height which does not exceed 153 metres Australian Height Datum (AHD).
- Construct a building or construct or carry out works on the Aerodrome site which, in the opinion of the responsible authority, is consistent with the Wangaratta Aerodrome Master Plan and Obstacle Limitation Surface (OLS) plan.

The following buildings and works requirements apply to an application to construct a building or construct or carry out works:

- An application for buildings and works must be accompanied by:
  - The AHD of the highest point and the four corners of the building.
  - The natural ground level of the site.
  - Northings and eastings (geographic coordinates).
  - Description of roof colour and materials.

**3.0 Decision guidelines**

Before deciding on an application, the responsible authority must consider:

- The Wangaratta Aerodrome Master Plan.
- The Wangaratta Aerodrome OLS plan.
- National Airports Safeguarding Framework, Guideline F – Managing the Risk of Intrusions into the Protected Operational Airspace of Airports.
- The location and height of the proposed development.
- The need to prevent buildings or structures from being built which could interfere with and cause a safety hazard to aircraft operations.
- Natural surface level survey to determine the AHD level of the proposed development site.
- The suitability of building design and the potential impact of building materials on the flight path of aircraft.
- The views of the Wangaratta Aerodrome Manager.
- The need to require independent aeronautical advice so as not to interfere with or cause a safety hazard to aircraft operations.

**SCHEDULE 5 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO5**.

**WANGARATTA AERODROME – OBSTACLE HEIGHT AREA NO.2****1.0 Design objectives**

- To ensure that all buildings and works are within specified height limits.
- To ensure that appropriate external building materials are used, to avoid creating a hazard to aircraft flight paths in the vicinity of Wangaratta Aerodrome.
- To ensure that flight paths associated with Wangaratta Aerodrome are protected from the encroachment of inappropriate obstacles which may affect the safe and effective operation of the Aerodrome.

**2.0 Buildings and works**

A permit is not required to:

- Construct a building or construct or carry out works, for height which does not exceed 170 metres Australian Height Datum (AHD).
- Construct a building or construct or carry out works on the Aerodrome site which, in the opinion of the responsible authority, is consistent with the Wangaratta Aerodrome Master Plan and Obstacle Limitation Surface (OLS) plan.

The following buildings and works requirements apply to an application to construct a building or construct or carry out works:

- An application for buildings and works must be accompanied by:
  - The AHD of the highest point and the four corners of the building.
  - The natural ground level of the site.
  - Northings and eastings (geographic coordinates).
  - Description of roof colour and materials.

**3.0 Decision guidelines**

Before deciding on an application, the responsible authority must consider:

- The Wangaratta Aerodrome Master Plan.
- The Wangaratta Aerodrome OLS plan.
- National Airports Safeguarding Framework, Guideline F – Managing the Risk of Intrusions into the Protected Operational Airspace of Airports.
- The location and height of the proposed development.
- The need to prevent buildings or structures from being built which could interfere with and cause a safety hazard to aircraft operations.
- Natural surface level survey to determine the AHD level of the proposed development site.
- The suitability of building design and the potential impact of building materials on the flight path of aircraft.
- The views of the Wangaratta Aerodrome Manager.
- The need to require independent aeronautical advice so as not to interfere with or cause a safety hazard to aircraft operations.

**SCHEDULE 6 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO6**.

**WANGARATTA AERODROME – OBSTACLE HEIGHT AREA NO.3 (INNER HORIZONTAL SURFACE)****1.0 Design objectives**

- To ensure that all buildings and works are within specified height limits.
- To ensure that appropriate external building materials are used, to avoid creating a hazard to aircraft flight paths in the vicinity of Wangaratta Aerodrome.
- To ensure that flight paths associated with Wangaratta Aerodrome are protected from the encroachment of inappropriate obstacles which may affect the safe and effective operation of the Aerodrome.

**2.0 Buildings and works**

A permit is not required to:

- Construct a building or construct or carry out works, for height which does not exceed 196 metres Australian Height Datum (AHD).
- Construct a building or construct or carry out works on the Aerodrome site which, in the opinion of the responsible authority, is consistent with the Wangaratta Aerodrome Master Plan and Obstacle Limitation Surface (OLS) plan.

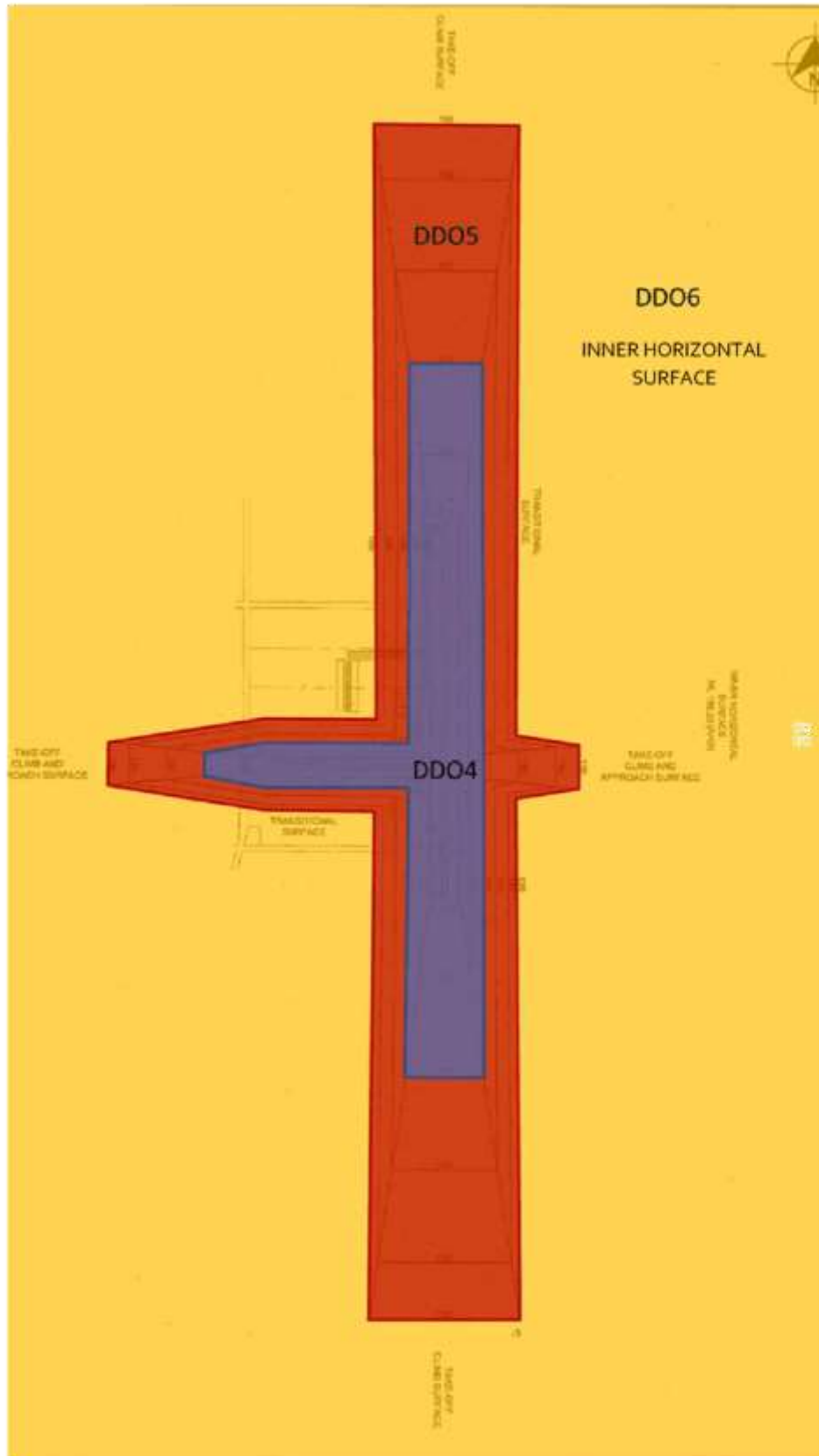
The following buildings and works requirements apply to an application to construct a building or construct or carry out works:

- An application for buildings and works must be accompanied by:
  - The AHD of the highest point and the four corners of the building.
  - The natural ground level of the site.
  - Northings and eastings (geographic coordinates).
  - Description of roof colour and materials.

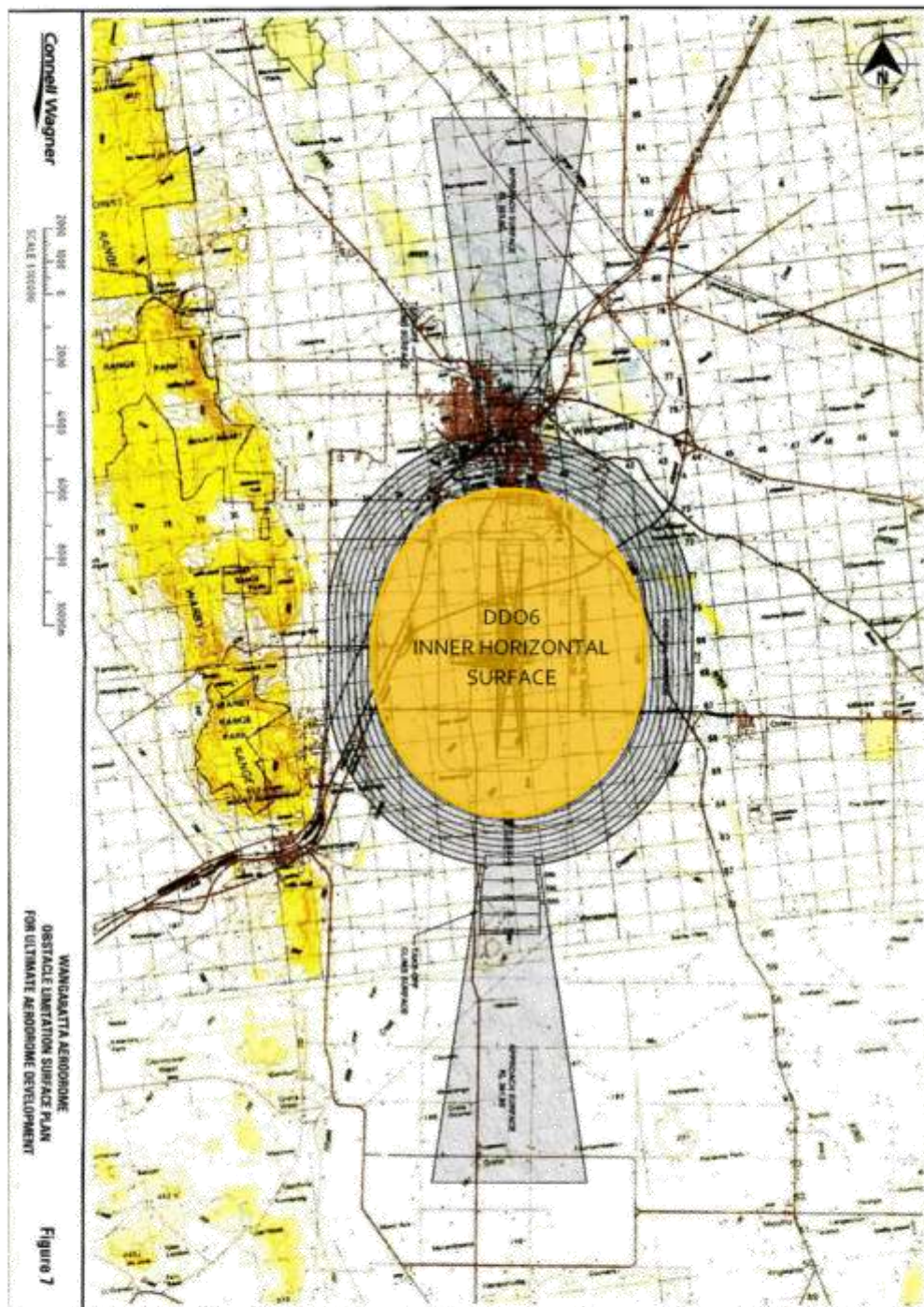
**3.0 Decision guidelines**

Before deciding on an application, the responsible authority must consider:

- The Wangaratta Aerodrome Master Plan.
- The Wangaratta Aerodrome OLS plan.
- National Airports Safeguarding Framework, Guideline F – Managing the Risk of Intrusions into the Protected Operational Airspace of Airports.
- The location and height of the proposed development.
- The need to prevent buildings or structures from being built which could interfere with and cause a safety hazard to aircraft operations.
- Natural surface level survey to determine the AHD level of the proposed development site.
- The suitability of building design and the potential impact of building materials on the flight path of aircraft.
- The views of the Wangaratta Aerodrome Manager.
- The need to require independent aeronautical advice so as not to interfere with or cause a safety hazard to aircraft operations.










## Appendix G: Public exposure draft comments and responses

Response to the Wangaratta aerodrome Master Plan				27/05/2018
No.	Comment	Feedback Reference	MP Section	Response
1.1	Existing commercial hangars prefer to modify/extend into adjacent space (Recommended Layout A1)	Pg. 3	6.1.2, Appx. B	<p>The draft master plan currently identifies the space between Border Aerospace Fabrication and North East Aviation as a possible expansion location for both commercial hangars.</p> 
1.2	New commercial hangars prefer frontage to the runway and should be located north of the existing hangars (Recommended Layout A3a)	Pg. 3	6.2, Appx. B	<p>This will involve adding commercial hangars in the GAE 2 precinct. This can be amended in the master plan without changing the precinct approach.</p>
1.3	Preferred hangar layout A3	Pg. 3 & Pg. 9	6.2.5	<p>The proposed commercial hangars adjacent to the car park will require the adjacent taxiway being compliant with Manual of Standards 139 – Aerodromes (MOS 139). If all buildings remain at current locations the taxiway will not have the required strip width for aircraft to taxi into the hangars. To resolve this issue the draft master plan proposes the following options:</p> <ul style="list-style-type: none"> <li>Developing the "looped" taxiway</li> <li>Relocating the Aeroclub and removing the building</li> </ul>
1.4	Preferred hangar layout A1a	Pg. 4 & Pg. 8	6.2.2, 6.2.4	<p>The flight line between the fuel bowser and hobby hangar in this option results in the taxiway being too narrow for compliance with Code C operations under MOS 139, restricting further aerodrome development opportunity.</p> <p>Fuel bowser adjustment already detailed in draft MP (rotate bowser 90 deg). We understand that there are existing grass tie-down areas south and north of the fuel bowser and feel that overlaying these areas should not be a priority at this time given the current needs of the aerodrome. However, this can be amended in the Master Plan if deemed necessary and agreed by Council.</p>
1.5	Preferred hangar layout A3a	Pg. 9	3.8.2, 6.1.6, Appx. C	<p>The findings provided by NECMA indicated that the land to the south of Brian Higgins Drive was more liable to inundation and flooding. Given that there are more suitable areas for cost effective land development to the north and west of the current airport precinct, this Master Plan does not explore options to the south of Brian Higgins Drive.</p>

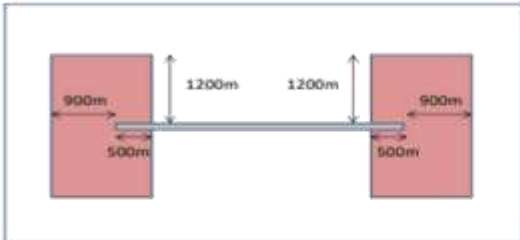
Wangaratta Draft Airport Masterplan 2018 Submission Response.				03/05/2018
PRELIMINARY DRAFT RESPONSE – INCOMPLETE				
No.	Comment	Feedback Reference	MP Section	Response
2.1	<p><i>Description of Essential Aviation Infrastructure</i></p> <p>Previous decommissioning of the NDB</p> <p>AWIS and backend equipment housed in the aeroclub buildings since 1988.</p> <p>Secondary WIDF installed at the northern end of RWY18/36.</p> <p>RNAV (GNSS) RWY 18, non-precision approach path as published in the DAP</p>	Pg. 1	5, 5.6	Acknowledged – Master Plan will be updated to include these items, except the Secondary WIDF which is not categorised as a formal aerodrome asset
2.2	<p><i>Movement estimates are overstated</i></p>	Pg. 2	5.1	<p>The feedback received concerning aircraft movements was anecdotal, there are no systems in place to accurately capture this data. The Master Plan can be adjusted to 6-10k movements as suggested in the feedback response.</p> <p>There is an important consideration on how this affects glider operations at Wangaratta Aerodrome that use the runway strip adjacent to the main runway. MOS 139 requires that glider operations cannot be conducted on an adjacent runway strip at an aerodrome with more than 10k movements.</p> <p>Subsequent recording of movements by ARO's at the aerodrome have found movement rates to be consistent with the original Master Plan forecast. Council are considering a methodology for obtaining a more data driven traffic recording system.</p>
2.3	<p><i>Accuracy as fundamental</i></p> <p>Wangaratta Aerodrome ERSA has out of date information</p> <p>Council website contains out of date information about aerodrome</p>	Pg. 2	N/A	<p>The ERSA information for Wangaratta Aerodrome should be updated to remove FAC reference to National Sport Aviation Centre, which ceased trading several years ago. Draft Master Plan reflects the current information on the ERSA.</p> <p>Council website should be updated to reflect current information available from Airservices Australia.</p>

Wangaratta Draft Airport Masterplan 2018 Submission Response.				03/05/2018
PRELIMINARY DRAFT RESPONSE – INCOMPLETE				
No.	Comment	Feedback Reference	MP Section	Response
2.4	<i>Repeating of Obsolete Data</i>  Inclusion of the blowkarts (windsurfers) as being a current activity within the precinct in the master plan is incorrect.	Pg. 2	3.10.1	Acknowledged – Master Plan will be updated to reflect this information.
2.5	<i>The executive summary</i>  Recommendations for re-drafting the Vision, Objectives section and adding an additional Mission section	Pg. 3	Executive Summary, Chapter 1	The Executive Summary can be updated to capture any agreed changes to the objectives by Council and Stakeholders.
2.6	<i>Stakeholder Engagement</i>	Pg. 5	3.10	Comments unrelated to material in Master Plan – No action required. Master Plan has been updated to include a summary of the stakeholder consultation process.
2.7	<i>Hangar Provision Suggests hangar layout</i>	Pg. 8	6.1.5, Appx. B	Refer to comments 1.2-1.5.
2.8	<i>Residential Airpark</i>  Recommendation of an alternative airpark.	Pg. 11-12	6.1.6	The recommended airpark layout and location in the response does not consider aircraft access to the runways. Airpark facilities in Victoria are developed on freehold land parcels and experience at other locations has raised issues with how to control what is developed and what to do if a significant number of lots are not taken up. There are a number of these facilities being developed around Victoria, so some caution against building into an oversupplied market would be prudent. Further investigation into an Airpark facility would be best done in conjunction with a developer that was willing to share some of the capital risk of the venture. Some consideration of potential locations may also be worth investigating, as the initial area proposed in the draft Master Plan looked at the land south of the grass runway that has been dropped following the NECMA inundation study. There may be an option to develop a strip along the northern edge of the PFI area for an airpark facility with north facing dwellings placed north of an E-W taxiway which could also be used by commercial tenants to south.
2.9	<i>Industrial development</i>  PF1 should not be held entirely as an industrial area.	Pg. 12	6.1	The precinct plan is a high-level planning guide. We feel that a suitable alternative use within this precinct could be an airpark precinct, as this portion of land is appropriately separated from the rest of the airport. The precinct plan can be adjusted upon further recommendations and agreement with Council.

Wangaratta Draft Airport Masterplan 2018 Submission Response.				03/05/2018
PRELIMINARY DRAFT RESPONSE – INCOMPLETE				
No.	Comment	Feedback Reference	MP Section	Response
2.10	<p><i>GPS non-precision approach</i></p> <p>Master plan to recognise RNAV (GNSS) approaches on RWY 18 and explore opportunity for RNAV on RWY 36</p>	Pg. 14	3.5.10	Acknowledged – Master Plan will be updated to include the RNAV approach on RWY 18, as per 2.1
2.11	<p><i>Telecommunications</i></p> <p>Master plan to acknowledge existing telecommunication infrastructure (NBN etc.)</p>	Pg. 16	3.7	Acknowledged – Master Plan will be updated to include this.

2.12	<p><i>RWY 18 – Grass Right and RWY 36 Grass Left</i></p> <p>Master plan to acknowledge the runway strip is currently used for glider operations</p>	Pg. 16-17	3.4.1	<p>Acknowledged – See response 2.2 for feedback on glider operations.</p> <p>See below the aerodrome regulations for locating glider runway strips.</p> <p><b>8.1.1 6.7.1 Location of Glider Runway Strips</b></p> <p><b>8.1.1.1 6.7.1.1</b> Where the physical characteristics of the site allow it, and where the expected number of powered aircraft movements does not exceed 10 000 per annum, the glider runway strip may be located within an existing runway strip.</p> <p><i>Note: Movement for an aircraft is defined in section 1.2 as either a take-off or landing by the aircraft.</i></p> <p><b>8.1.1.2 6.7.1.2</b> Subject to CASA's approval, glider operations may be carried out from runways normally used by powered aircraft.</p> <p><b>8.1.2 6.7.2 Dimensions of Glider Runway Strips</b></p> <p><b>8.1.2.1 6.7.2.1</b> Where it is located outside an existing runway strip, the width of a glider runway strip must not be less than 60 m and must be of sufficient length for the glider operations.</p> <p><b>8.1.2.2 6.7.2.2</b> If contra-circuit directions are to be approved and fully independent operations conducted, the separation distance between the centreline of the two glider runway strips must not be less than 120 m.</p> <p><b>8.1.2.3 6.7.2.3</b> Where a glider runway strip is to be located either wholly or partly within an existing runway strip, it must have a length which is sufficient for glider operations, and a width of not less than 37.5 m measured:</p> <p><b>8.1.2.3.1 (a)</b> where there is flush-mounted lighting or no runway lighting, from the existing runway edge, as shown in Figure 6.7-1 below; and</p> <p><b>8.1.2.3.2 (b)</b> where there is elevated runway lighting, or where physical features such as stone filled rubble drains, steep or rough shoulders exist, from three metres clear of the runway lights or such physical features, as shown in the Figure 6.7-1 below.</p>
2.13	<p><i>Helipad &amp; refuelling/service pads</i></p>	Pg. 18	3.5	<p>The existence of the test pad and its conversion into a helipad were not advised during the consultation process, nor do they exist in any airfield documentation or gazetted publications such as ERSA.</p>

Wangaratta Draft Airport Masterplan 2018 Submission Response.				03/05/2018
PRELIMINARY DRAFT RESPONSE – INCOMPLETE				
No.	Comment	Feedback Reference	MP Section	Response
	Master plan to acknowledge the existence of a test pad converted to a helipad.			Furthermore, the area is not correctly marked or maintained as a documented Helicopter Landing Site (CAAP 92-2). The Master Plan will be updated to reflect the comments in the response but also add a recommendation to formalise the documentation and ensuring that the site is correctly marked as an HLS if that is the intended long-term use.

David M Jacobson comment				16/04/2018
No.	Comment	Feedback Reference	Response	
3.1	Concern over wind-shear events caused by the proposed developments.	N/A	<p>The developments considered in the Master Plan are not within the 'assessment trigger area' as described in the National Airports Safety Framework (NASF) guidelines.</p> <p>It is specified in the Master Plan that any construction should be subject to detailed design before implementation that will consider effects such as wind-shear. A section can be added to the Master Plan, including the attached graphic, to discuss this issue further if required.</p>  <p><b>Figure 1: Assessment trigger area around runways, within which buildings should be assessed</b> [Source: NASF Guideline B, DIRDC]</p>	



Feb 12 2018

## **BUSINESS CASE REPORT - WANGARATTA AERODROME**

**MCa** <Michael Connell & Assocs.>

**JANUARY 2018**

0

Feb 12 2018

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## Executive Summary

### A. Regional and Industry Context

- Wangaratta is a regional hub that services a broader regional catchment of over 63,000 in the Central Hume Region. It has a diverse economic base covering: manufacturing; agriculture and food/wine; transport and logistics; health services networks; education; and tourism. Total employment grew by over 1000 jobs between 2011 and 2016.
- Over 12,000 jobs are located in 3000 businesses in Wangaratta LGA and these are servicing regional, national and international markets. The larger employers in the region are in textiles; wood products; and health services.
- The size and structure of the regional economy have implications for the freight task and the potential demand for air freight. Road and rail transport provide the majority of regional freight movements within Wangaratta and the Hume Region and link industry with inter-regional/inter-city supply chains and with ports and airports.
- The industries located in Wangaratta LGA generally are users of road freight for inputs and for transport of products to markets. Given the mix of industries and businesses the use of air freight would be limited. Little of the production out of the region is high value/low volume/time sensitive products. However premium wines and other niche products are in this category for deliveries for online sales.
- Tourism products in the Wangaratta LGA and broader Central Hume Region are based around the quality of the natural environment and the region's heritage assets. There is a major focus on the Murray River, alpine environments, valleys, snow fields, cycling, historic sites, fine food and wine.
- Wangaratta is centrally located for access to the High Country Tourist Region, with most visitors travelling by car. It has passenger rail (VLine services and NSW Train Link XPT service). Air access is generally via RPT services from Albury Airport. General aviation use and some special charters are via local airports. Some charter flights use Wangaratta Aerodrome during the snow season and for major regional events.

### B. Air Freight Operations

Nationally the freight industry is experiencing a growing requirement for air freight with most of this via major city airports for low weight, high value and time dependent products.

- Products moved include pharmaceuticals, high tech equipment and orders from local and offshore online businesses. The expansion of online businesses has led to a growth in parcel delivery businesses (eg. Australia Post and their Star Track acquisition).
- There has also been major growth of linked businesses based in hubs around airports, including aircraft servicing, airfreight services and other support services. These hubs have also become locations for business that benefit from proximity to airports.
- Direct airfreight shipments to and from the Wangaratta Region are limited. Freight that may be air freighted (interstate or international) is usually shipped by road to Melbourne and/or Sydney Airports for international/domestic flights.
- A recent report by AECOM report indicates that Wangaratta has 15 years supply of zoned industrial land and another 15 years of potential supply within adjacent unzoned areas. It emphasises the need to protect employment zones and the airport.<sup>1</sup> The report recommends amendments to the Municipal Strategic Statement to provide policy support for: ongoing protection of the site for a freight and logistics hub, industrial precincts and the airport zone.<sup>2</sup>
- There is some future potential for airfreight covering regional high value/ low volume agribusiness products (eg. premium wine and beverages; gourmet cheeses; hazelnuts, truffles etc.)

<sup>1</sup> Wangaratta Freight and Land Use Study , Final Report AECOM July 2016 P14

<sup>2</sup> Wangaratta Freight and Land Use Study , Final Report AECOM July 2016 P35

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**C. Role of Regional Airports**

Regional airports play a major role economic, social and community role. They are important for medical emergency use; firefighting and other uses. They also provide pilot training, recreational flying and aircraft maintenance services.<sup>3</sup>

The Regional Airport Infrastructure Study report had a number of key findings, which related to the situation of Wangaratta Aerodrome. These include: important social and economic roles of local airports in communities across Australia; the financial stress that many regional airport owners face from the costs of maintaining and operating the airport; and challenges in upgrading facilities to meet future aviation needs.<sup>4</sup>

Airports are not passive assets and, whether large or small, must be actively managed and to comply with regulatory requirements. The costs of maintaining and upgrading infrastructure including terminal facilities and runways have increased faster than other infrastructure costs.

Most regional airports are owned and operated by local councils. Many face issues that relate to balancing community needs and commercial outcomes for airport assets. For smaller aerodromes this has implications for funding of operations, maintenance and upgrades, with some not being able to maintain the asset.<sup>5</sup>

- Airport Revenues: Rents vary greatly between airports based on size and location and the demand for space. While larger airports tend to set rents at market rates, many smaller aerodromes offer leases at concessional rates in order to maintain tenants and activities at the site, or to attract new businesses or recreational flyers.
- Many smaller regional aerodromes have no landing charges and offer relatively low site rents for aero clubs and recreational flyers. The rates for aviation businesses located on site are usually below market rates. This is largely the case at Wangaratta.
- There are a range of services delivered by local government, which have an operating deficit and are cross subsidised. This usually includes areas like library services, community centres and sports and recreation centres. For these services the community and health benefits are recognised as important.

**D. Wangaratta Aerodrome****Activities**

The aerodrome is an active hub with a range of activities.

- It plays an important role in supporting a range of activities and services: emergency services (including significant use by Air Ambulance Victoria); charter services; recreational aviation (eg. joy flights provided by Classic Air Adventures and Air Combat Australia); pilot training (provided by the local Aero club); and heritage conservation/tourism (War bird joy flights, maintenance and restoration).
- It is an aviation services hub for several aircraft maintenance, fabrication and restoration businesses that operate in commercial hangars.
- Border Aerospace Fabrication (fabrication and restoration); North East Aviation (aircraft maintenance and servicing); and Classic Air Adventures (aviation tourism and classic aircraft restoration). These businesses have an established client base and provide services for the Wangaratta area and regional Victoria. These businesses are positioned for further growth subject to the availability of suitable expanded facilities at the aerodrome.
- Air Combat Australia wants to establish Wangaratta as its operational base for Victoria.
- Non-aviation related activities include a motor bike licence training course operating at the aerodrome car park, mostly on weekends. There is also hiring of the tarmac and terminal for events.

<sup>3</sup> Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016  
ACIL Allen Consulting P8

<sup>4</sup> Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016  
ACIL Allen Consulting. (Report to Australian Airports Association)

<sup>5</sup> Australia's Regional Airports - Facts, Myths And Challenges The Facts > Australia's Airports P70



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### Financials

- Total revenue averaged \$59,110 over the 4 year period and operating expenses averaged \$146,187, thus producing an average annual deficit of -\$87,076. (59.6% of operating expenses).
- The major sources of revenue were aviation related \$34,271 (58.7%); user fees for hire of facilities \$7246 (12.3%) and other revenue \$17,144 (29.0%) for grazing, house rental and motor cycle training.
- Aviation related revenue is made up of rent from site leases for occupants of the Hobby Hangar and rents for the two commercial hangars and for office space in the terminal building.

The following table compares Wangaratta Aerodrome with the averages from the survey. The gap for Wangaratta is broadly in line with the average for Non-RPT airports – deficit of \$87,000 or 59.6% gap (cf. survey average \$83,000 and 45.6%). The major difference is in revenue size and mix, with Wangaratta not having landing charges and significant non-aviation rent revenue.

Comparison of Financials - Regional Airports Average & Wangaratta

	Average 2014/15 RPT airports	Average 2014/15 Non-RPT airports	Average 4 years 2013/14 -2016/17 Wangaratta Aerodrome
<b>Revenue &amp; Expenditure</b>			
Revenue ( Average)	\$2.28 million	\$99,000	\$59,110
Expenditure ( Average)	\$2.36 million	\$182,000	\$146,187
Shortfall ( Average)	-\$80,000 (3.4%)	-\$83,000 (45.6%)	-\$87,076 (59.6%)
<b>Type of Revenue</b>			
Aeronautical-related (such as landing fees and passenger head taxes)	74.3%	51.8%	0% No landing fees
Other revenue - receipts from the lease of land to airport tenants, car parking, and advertising revenue	25.7%	48.2%	100% Leases of hangars/terminal space - \$34,721 (58.7%); Other rents/charges (non-aviation) - \$17,144 (29.0%) \$7246 facilities hire (12.3 %)

Source: Regional Airport Infrastructure Study - Economic Contribution and Challenges of Regional Airports in Australia, September 2016 - ACIL Allen Consulting. (Report to Australian Airports Association) P20; and Wangaratta data from Council.

### Capital Spending and Maintenance

- Keeping the aerodrome operational requires capital expenditure and annual spending on maintenance of buildings and the precinct. This is a major issue for Wangaratta Aerodrome as it has an ongoing operational deficit and does not generate a surplus to cover future capital requirements.
- Total capital spending over the 4 years - 2013/14 to 2016/17 was \$201,391, with the major component being Aerodrome Pavement Resealing of \$192,711 (\$159,208 in 2013/14).

### Funding Issues

- The major ongoing funding requirements from Council are for capital investment, site and building maintenance, management and regulatory compliance.
- Revenues are from site leases, commercial hangar leases and hiring charges generated may cover part of the operating costs, but cannot generate sufficient revenue to cover major maintenance costs or site or buildings upgrades. Council owners of regional aerodromes have usually sought funding from government (State and Commonwealth) as part of co-contributions.

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## E. Future Directions

### Master Plan

The Master Plan is a document that has to allow for regional demographic, business, consumer trends and aviation development patterns over a 30+year period. It has to allow for potential long term demand for air services. This includes: air travel patterns (eg. regular flights and charter flights); growth in the tourism market; industry changes; and use of air freight to meet consumer and business requirements for time sensitive products.

It is important that the Master Plan and Council decisions take account of long term development trends in: the region; in aviation; travel patterns; and in industry (logistics, services, tourism). This involves reserving adjacent land for aviation activity and for businesses that may benefit from operating within the aerodrome precinct.

The Master Plan allows for a staged development of precincts in response to emerging demand over an extended time period

- The major identified opportunities are: continued growth in private and commercial recreational aviation; recreational and private pilot training; expansion of aviation businesses on site; aviation events (using the tarmac and terminal); and reservation of adjacent land for industrial development (for aviation linked services, air freight services and light industrial activities). It also includes provision of an adjacent area for an airpark.
- Consultations revealed that there is identified regional demand for additional hangar space at the aerodrome. Future development of new hangars would be on the basis of site leases. However for individuals or groups to develop hangars, it will be important that long term leases are provided. This enables loan finance to be obtained from financial institutions, and also the possibility for individuals to exit by selling their hangar with a long term site lease attached. Short term leases make it difficult to secure funding or to sell a hangar.

### Future Financials

Some indicative financial modelling was undertaken for a 10 year period from 2018/19 based on the proposed implementation plan for the Master Plan. This covered: the existing leases under the new rates; development of the aerodrome with the 2 new commercial hangars (subject of a RDV funding application); and the initial development of GAE1 Precinct covering - 6 hobby hangar leases and 2 additional commercial hangars.

The modelling and projections show in summary that:

- The extension of hangars at the aerodrome and its development as an aviation servicing hub will potentially improve the overall financials from an operating deficit of \$87,076 (annual average for 4 years to 2017/16) to a deficit of around \$13,000 from 2023/24. This is based on the growth in revenue from commercial aviation hangar leases and some growth in user charges.
- While the aerodrome approaches break-even on operations, it does not generate any accumulated surpluses to cover capital works and major future asset maintenance requirements. Capital investment will need to be covered by Council funding or grants from government programs (State and Commonwealth).

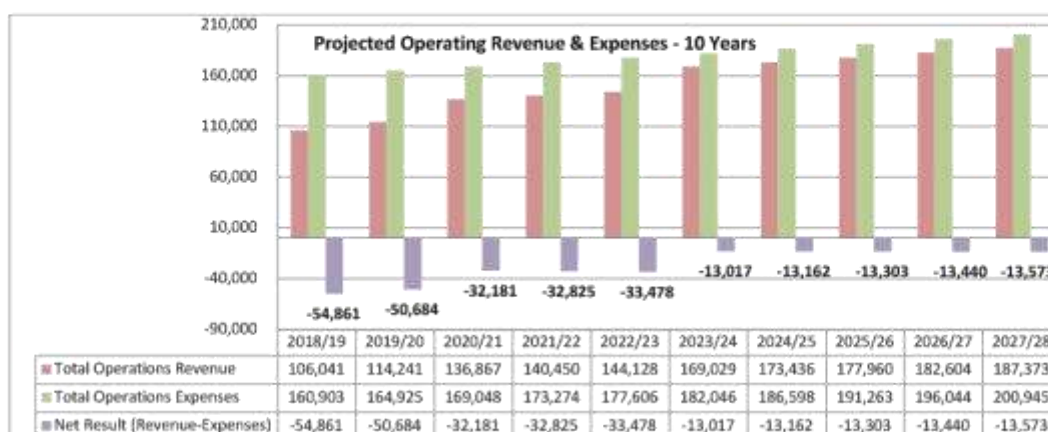
Table 1. Summary – Wangaratta Aerodrome Operations: 10 Years

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>										
Total Aviation Related Leases (Current)	40,550	41,563	42,603	43,668	44,759	45,878	47,025	48,201	49,406	50,641
New Commercial Hangars (2- RDV Funding)	37,341	38,275	39,232	40,212	41,218	42,248	43,304	44,387	45,487	46,634
GAE1 New Hobby Hangars (6)	-	5,400	5,535	5,673	5,815	5,961	6,110	6,262	6,419	6,579
GAE 1 New Commercial Hangars (2)	-	-	19,616	20,106	20,609	21,124	21,643	22,167	22,696	23,230
Other Leases	18,245	18,701	19,169	19,648	20,139	20,643	21,159	21,688	22,230	22,786
User Charges (events)	9,906	10,302	10,714	11,142	11,588	12,052	12,534	13,035	13,556	14,099
<b>Total Operations Revenue</b>	<b>106,041</b>	<b>114,241</b>	<b>136,867</b>	<b>140,450</b>	<b>144,128</b>	<b>168,029</b>	<b>173,436</b>	<b>177,960</b>	<b>182,604</b>	<b>187,373</b>
<b>Operating Result</b>										
Total Operations Expenses	160,903	164,925	169,048	173,274	177,606	182,046	186,598	191,263	196,044	200,945
<b>Net Revenue - Expenses</b>	<b>- 54,861</b>	<b>- 50,684</b>	<b>- 32,181</b>	<b>- 32,825</b>	<b>- 33,478</b>	<b>- 13,017</b>	<b>- 13,162</b>	<b>- 13,303</b>	<b>- 13,440</b>	<b>- 13,573</b>

Source: MCa modelling & analysis, January 2018

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Source: MCA modelling &amp; analysis February 2018

### Economic Benefits

The operation of the aerodrome generates economic benefits to Wangaratta LGA through having an aviation cluster of businesses servicing aircraft, events staged on the site, and the potential for a boost in visitors to the region through Air Combat Australia's operations, future charter flights and development of an air show.

The economic benefits arise from:

- Businesses activity on site, the direct jobs and the indirect/induced jobs generated in the region. This covers additional jobs through expansion of existing businesses and new businesses attracted
- Visitor spending related to events staged (Jet club) and customers for aeronautical tourism companies. This is based on overnight stays and day visitors.

Future development could generate a significant aviation cluster.

- The initial development of the Aerodrome with two additional commercial hangars and the establishment of Air Combat Australia operations would lead to an additional 10.4 FTE jobs (9 direct on site jobs and 1.4 indirect/induced jobs).
- The development of an additional 2 commercial hangars (1 in 2020/21 and 1 in 2023/24) would create a further 11.5 new FTE jobs (10 direct on site and 1.5 induced indirect jobs).
- This new development combined with the current employment on site could lead to an aviation services cluster with a total of 40 direct on site FTE jobs by 2023/24 (and 6 indirect/induced jobs).

There are also major social and community benefit related to the need for emergency services to have air access (eg. fire protection; air ambulance etc.) to a region. These social benefits are not quantified.

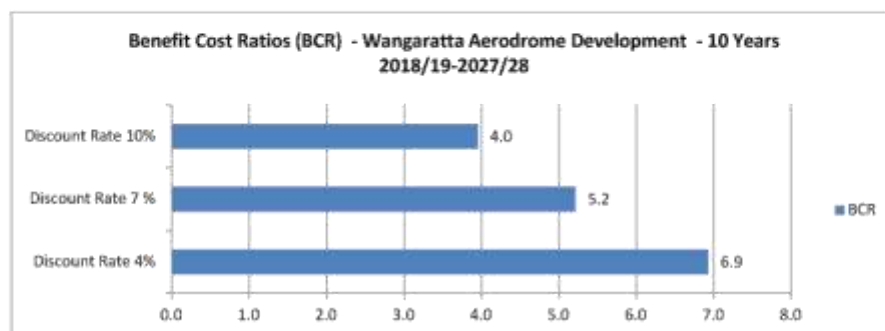
The benefit cost analysis is indicative only. A full benefit cost analysis would need to be prepared for each specific proposed investment or funding proposal. Development of the aerodrome would generate positive benefits compared with costs.<sup>6</sup>

The development over a 10 year period would provide major boost to regional income (employee income and business profits). Based on the modelling and estimates the expansion of the airport would yield positive Benefit Cost Ratios (BCRs) for various discount rates. For a discount rate of 7% the BCR is 5.2 and 4.0 for a 10% discount rate.

<sup>6</sup> Costs are those associated with development of the aerodrome, and cover the new commercial hangars and expansion associated with the GAE1 Precinct development.

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Where site rents or hangar rents can be regarded as concessional it is important that the rationale and cost is transparent and a value assigned. For example, it is recognised as an economic development initiative or as a way of supporting the community safety functions of the aerodrome.



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## 1. Introduction

This report provides a business case analysis for the development of Wangaratta Aerodrome and has been prepared by MCA <Michael Connell & Assocs.> as member of the Master Plan project team.

The report outlines the regional economic and industry context for the airport.

It provides an assessment of the role of regional airports and the challenges that local government owners face in operating and maintaining small aerodromes.

A detailed analysis is provided of the current operations of the Aerodrome and its financials. This includes an examination of current rents and comparisons with other small regional airports.

The initial future development associated with the implementation of the Master Plan is examined in terms of its impacts on financial performance and its economic impacts.

It should be noted that the financial analysis and economic impact assessment of the future expansion of the aerodrome are indicative and based on a range of assumptions that are documented in this report. Achieving these indicative outcomes will require active management of the aerodrome, and the attraction of additional aviation businesses to the site.

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## 2. Regional Context

### 2.1 Overview

#### Regional Economy

- Wangaratta Local Government Area (LGA) is part of the Hume Region (2016 population 282,253) and the Hume Central Subregion (which comprises 4 adjacent LGAs – Wangaratta, Benalla, Alpine and Mansfield).
- Central Hume Region had a population of 63,092 in 2016. The Central Hume Region comprises the regional market for many Wangaratta based businesses and for other services, including health services.
- Recent population growth for Wangaratta LGA (as reflected in ABS Census 2016) is significantly above that contained in the Victorian Government's long term population projections.<sup>7</sup>
- The size and structure of the regional economy have implications for the freight task and the potential demand for air freight. Road and rail transport provide the majority of regional freight movements within Wangaratta and the Hume Region and link industry with inter-regional supply chains and with ports and airports.
- Wangaratta LGA is a regional hub with a diverse economic base covering: agriculture; manufacturing; food/wine; tourism; business services; transport and logistics; health; and education. The larger employers in the region are in textiles; wood products; and health services.

#### Tourism and Travel

- Tourism products in the Wangaratta LGA and broader Central Hume Region are based around the quality of the natural environment and the region's heritage assets. There is a major focus on the Murray River, alpine environments, valleys, snow fields, cycling, historic sites, fine food and wine.
- Wangaratta is centrally located for access to the High Country Tourist Region, with most visitors travelling by car. It has passenger rail (VLine services and NSW Train Link XPT service). Air access is generally via RPT services from Albury Airport. General aviation use and some special charters are via local airports. Some charter flights use Wangaratta Aerodrome during the snow season and for major regional events.
- Airports: there are several in the Hume Region including: Albury Airport - the nearest commercial passenger services and air freight options; Benalla Airport – general aviation and gliding (upgraded in 2016); Mangalore Airport - operates as a training hub and for general aviation, and has been suggested as a freight hub/intermodal for the Lower Hume Sub Region (around the Seymour area). Shepparton Aerodrome has been the subject of a feasibility study on a future site and on passenger flights and air freight.

#### Freight Movements

- Wangaratta is centrally located on the major national transport corridor (Hume Highway). The key freight tasks servicing industry in the Wangaratta region are: trans-national or international movements - by road to Melbourne or Sydney (via the Hume Corridor) then transfer on to rail, sea or air; inter-capital movements between capital cities, mainly by road transport; intra-regional movements; and intra-city/local movements by road.<sup>8</sup>
- The industries located in Wangaratta LGA generally are users of road freight for inputs and for transport of products to markets. Given the mix of industries and businesses the use of air freight would be limited. Little of the production out of the region is high value/low volume/time sensitive products. However premium wines are in this category for deliveries for online sales.

<sup>7</sup> Victoria in Future 2016 (VIF2016), Department of Land, Water and Planning. <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future-2016> (access October 2016)

<sup>8</sup> Wangaratta Freight and Land Use Study, Final Report. AECOM July 2016 P15; Freight Directions in the Hume Region Detailed Report June 2013 RDA



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## 2.2 Regional Economy

### 2.2.1 Major Centres

Within the Hume Region the major cities are Wodonga, Shepparton and Wangaratta.

- **Wodonga** has a strong manufacturing base that is supported by access to road and rail transport along the Hume transport corridor, as well as freight transport and logistics capability. Other key sectors are retail, healthcare, public administration (including defence), agriculture and tourism.
- **Shepparton** is a service hub for the Goulburn Valley Region, offering higher education, specialist health services and cultural facilities. Major industries in the region are irrigated and dry land agriculture, grazing, manufacturing (including food processing), the equine industry and viticulture. The gross value of agricultural and horticultural production in the Goulburn Murray Irrigation District is around \$2.2 billion and contributes about 25% of the total value of Victoria's agricultural product.
- **Wangaratta** is a regional hub with significant manufacturing, food, tourism, business services, health and education sectors. The LGA has significant primary industries such as agriculture, forestry, horticulture, livestock and mixed farming.<sup>9</sup>

### 2.2.2 Wangaratta Economy

Wangaratta has a substantial regional economy that services a broader regional catchment of over 63,000 in the Central Hume Region. It has a diverse economic base covering: manufacturing; agriculture and food processing; transport and logistics; health services networks; and tourism. Total employment grew by over 1000 jobs between 2011 and 2016.

- Over 12,000 jobs are located in 3000 businesses in Wangaratta LGA and these are servicing regional, national and international markets (See Appendix A).
- Key sectors of employment include: health care and social assistance - 2346 persons; manufacturing - 1178 (textiles, beverage and food processing, metal and timber products, equipment manufacturing); retail -1370; education and training - 1035 (primary schools, secondary schools, TAFE, and University); agriculture and forestry - 914 (mainly livestock and grains); and tourism.<sup>10</sup>
- The larger employers in the region are in textiles, wood products and health services.
- There are a diverse range of businesses in agribusiness including livestock, viticulture, and niche products. The region has some of Victoria's top wineries.
- Wangaratta LGA experienced an increase of 1038 jobs between 2011 and 2016, with most of this growth in services, and with the major growth being in: health (206); education and training (151); construction (131); transport, postal and warehousing (74); administrative support services (71); and accommodation and food services (54). There were employment falls in several sectors (eg. manufacturing -152).

<sup>9</sup> State of The Hume Region 2010–2012 A Progress Report On The Hume Strategy For Sustainable Communities , August 2012 P3  
<sup>10</sup> Economic Development Strategy 2016-2020, Wangaratta Rural City Council



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**Table 2. Jobs by Industry Sector – Wangaratta LGA 2011 & 2016**

Wangaratta LGA Industry Sector	Jobs 2011	Share %	Jobs 2016	Share %	Change 2011-16
Agriculture, forestry and fishing	846	7.5	914	7.4	68
Mining	15	0.1	39	0.3	24
Manufacturing	1,330	11.8	1,178	9.6	-152
Electricity, gas, water and waste services	31	0.3	58	0.5	27
Construction	570	5.1	701	5.7	131
Wholesale trade	310	2.7	254	2.1	-56
Retail trade	1,356	12.0	1,370	11.1	14
Accommodation and food services	839	7.4	893	7.3	54
Transport, postal and warehousing	393	3.5	467	3.8	74
Information media and telecommunications	150	1.3	126	1.0	-24
Financial and insurance services	208	1.8	174	1.4	-34
Rental, hiring and real estate services	122	1.1	105	0.9	-17
Professional, scientific and technical services	387	3.4	397	3.2	10
Administrative and support services	326	2.9	397	3.2	71
Public administration and safety	778	6.9	785	6.4	7
Education and training	884	7.8	1,035	8.4	151
Health care and social assistance	2,140	19.0	2,346	19.1	206
Arts and recreation services	119	1.1	143	1.2	24
Other services	410	3.6	443	3.6	33
Inadequately described/Not stated	60	0.5	486	3.9	426
<b>Total</b>	<b>11,274</b>	<b>100.0</b>	<b>12,312</b>	<b>100.0</b>	<b>1,038</b>

Source: ABS Census 2011 &amp; 2016- Working Population Profile.

**Table 3. Jobs by Industry Sector – Wangaratta Statistical Area 2 (SA2) 2011 & 2016**

Wangaratta SA2 Industry Sector	Jobs 2011	Share %	Jobs 2016	Share %	Change 2011-16
Agriculture, forestry and fishing	66	0.7	87	0.9	21
Mining	8	0.1	6	0.1	-2
Manufacturing	882	9.6	696	7.1	-186
Electricity, gas, water and waste services	31	0.3	59	0.6	28
Construction	449	4.9	540	5.5	91
Wholesale trade	291	3.2	220	2.2	-71
Retail trade	1,285	14.0	1,275	13.0	-10
Accommodation and food services	619	6.8	646	6.6	27
Transport, postal and warehousing	303	3.3	347	3.5	44
Information media and telecommunications	146	1.6	121	1.2	-25
Financial and insurance services	198	2.2	165	1.7	-33
Rental, hiring and real estate services	117	1.3	101	1.0	-16
Professional, scientific and technical services	318	3.5	337	3.4	19
Administrative and support services	271	3.0	342	3.5	71
Public administration and safety	766	8.4	768	7.8	2
Education and training	766	8.4	905	9.2	139
Health care and social assistance	2,102	23.0	2,298	23.4	196
Arts and recreation services	113	1.2	122	1.2	9
Other services	382	4.2	399	4.1	17
Inadequately described/Not stated	44	0.5	365	3.7	321
<b>Total</b>	<b>9,157</b>	<b>100.0</b>	<b>9,803</b>	<b>100.0</b>	<b>646</b>

Source: ABS Census 2011 &amp; 2016- Working Population Profile.

**Table 4. Major Businesses in Wangaratta LGA**

Sector	Major Businesses
Manufacturing	Australian Weaving Mills, Australian Country Spinners, Alpine MDF, Alpine Truss, Merriwa Industries.
Wineries	Several large wineries including Brown Brothers, Pizzini, Dal Zotto and Chrismont.
Agriculture	Livestock farmers and grape growers but also includes niche industries like green tea, capsicum and kiwi fruit.
Health	North East Health - Wangaratta - 222-bed hospital providing a range of healthcare and servicing Central Hume Region.

Source: Hume Strategy Regional Plan - Key Priorities 2015 – 2017, RDA, December 2015 P7

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### 2.2.3 Tourism

Across the Hume Region tourism is one of the growth sectors.

- With over 2.5 million domestic overnight visitors, 4 million domestic day visitors and tourism expenditure exceeding \$1.3 billion per annum.<sup>11</sup> Tourism contributes significantly to income and jobs in the region's economy.
- Tourism products in the Wangaratta LGA and broader Central Hume Region are based around the quality of the natural environment and the region's heritage assets. There is a major focus on the Murray River, alpine environments, valleys, snow fields, cycling, historic sites, fine food and wine.<sup>12</sup>
- Wangaratta also hosts a number of large regional sports, cultural, arts, and wine/food events each year. These include Wangaratta Festival of Jazz, La Dolce Vita, Wangaratta Marathon and Fun Run, Sam Miranda Cycle Tour, Wangaratta Cup, Stitched up Festival, Feast of Art, and Brown Brothers Annual Wine and Food Festival.
- Tourism growth is occurring in towns within proximity to Wangaratta, including Milawa, Myrtleford, Bright, Beechworth and the King Valley.

### 2.3 The Freight Task

### 2.3.1 Regional Freight Requirements

The size and structure of the regional economy have implications for the freight task and the potential demand for air freight. Road and rail transport provide the majority of regional freight movements within Wangaratta LGA and the Hume Region and link industry with inter-regional supply chains and with ports and airports.



Source: Investing and Living in Victoria's Hume Region, Regional Development Australia Hume, June 2015 P13

A number of reports have focused on freight and logistics issues in Wangaratta and the broader Hume Region.

11 Hume Strategy Regional Plan - Key Priorities 2015 – 2017 December 2015 RDA P12

12 Hume Regional Plan - The Hume Strategy for Sustainable Communities July 2010 , Department of Planning and Community Development

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**Table 5. Regional Reports – Hume Region**

Reports Covering Freight Issues	
Freight Directions in the Hume Region Detailed Report June 2013 RDA	Hume Regional Plan - The Hume Strategy for Sustainable Communities July 2010 , Department of Planning and Community Development
State of The Hume Region 2010–2012 , A Progress Report On The Hume Strategy For Sustainable Communities , August 2012	Hume Strategy Regional Plan - Key Priorities 2015 – 2017 December
Wangaratta Freight and Land Use Study , Final Report AECOM July 2016	Economic Development Strategy 2016-2020, Wangaratta Rural City Council

The key freight tasks servicing industry in the Wangaratta region are: trans-national or international movements - by road to Melbourne or Sydney (via the Hume Corridor) then transfer on to rail, sea or air; inter-capital between capital cities, mainly by road transport; intra-regional between locations within the region; and intra-city local movements by road.<sup>13</sup>

- Most of the freight requirements are from 2 industrial areas; Southern Industrial Precinct, which such has trucking companies, and manufacturers; and the Northern Industrial Precinct, with larger businesses, including timber product manufacturers.
- Agriculture is a major industry generating freight transport in the region. Major freight generating areas and activities include Milawa, for food and wine producers that distribute products across Australia and overseas; and King Valley/Whitfield/Cheshunt, which is largely a wine, dairy, cattle, agriculture producing region (40 kilometres to the south of Wangaratta). Australian wine exports have experienced strong growth in recent years and this is projected to increase with free trade agreements with Japan, Korea and China.<sup>14</sup>
- The number of manufacturing businesses in central Wangaratta has decreased (manufacturing employment in the LGA declined by 152 between 2011 and 2016).<sup>15</sup> At the same time other freight intensive sectors such as transport; postal, warehousing and wholesale have experienced growth.
- In 2015 there were a total of 1442 businesses in those sectors that are intensive users of freight services in the LGA, with 528 businesses in the Wangaratta city area and adjacent areas (SA2). These sectors are agriculture and forestry; manufacturing, wholesaling, retail and transport, postal and warehousing. (See Appendix B).

### 2.3.2 Freight Movements - Wangaratta and Region

The freight industry moves a wide range of products in and out of the Hume Region for businesses located in the region. These movements are: to markets, wholesalers and ports outside the region; supply of inputs to local businesses; and consumer products. Road and some rail transport account for most of regional freight movements.

Freight movements and the mode used are determined by a number of factors. These include: the origin and destination; the weight and volume of the goods; the distance to be transported; time requirements for delivery; product type (eg. perishable/ refrigerated); and product value (high value or commodity).<sup>16</sup>

- Rail is typically used for medium and long distance transport and for heavy and/or bulk commodities.
- Road freight is efficient for short distances with a diversity of origins/destinations or for long haul to distribution centres. This has become increasingly important with the growth in use of third party logistics providers with warehousing facilities.
- Air freight is usually used for high value/smaller products and for time sensitive freight.

Wangaratta is centrally located on the major national transport corridor (Hume Highway) and has direct access to four capital cities within 24 hours by road or rail.

- **Rail:** Wangaratta has good rail access for freight and passengers). It is located on the North East railway line, which connects Melbourne to Benalla, Wangaratta, Wodonga and Sydney. Passenger services are by V/Line and NSW TrainLink.

<sup>13</sup> Wangaratta Freight and Land Use Study , Final Report AECOM July 2016 P15; Freight Directions in the Hume Region Detailed Report June 2013 RDA

<sup>14</sup> Wangaratta Freight and Land Use Study , Final Report AECOM July 2016 P15

<sup>15</sup> ABS Census 2016, Working Population Profile.

<sup>16</sup> Freight Directions in the Hume Region Detailed Report June 2013 RDA P3-4



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- **Road:** Wangaratta is located on the Hume Highway. The Hume Freeway provides an efficient road corridor, which creates effective road transport options north and south from the Hume Region. There are a number of road freight operators located in the region and servicing major businesses. Road transport in the LGA accounted 237 jobs in 2016 and postal and couriers services 101 jobs.<sup>17</sup>
- **Intermodals:** currently there is no intermodal freight hub in Wangaratta that would allow access to the rail network, however a potential future site was identified in south-west Wangaratta in a 2016 report.<sup>18</sup>

The industries in Wangaratta LGA generally are users of road freight for inputs and for transport of products to markets. Given the mix of industries and businesses the use of air freight is currently limited. Little of the production out of the region is high value/low volume/time sensitive products. However interest has been expressed by the wine industry for premium wine shipments.

### 2.3.3 Air Freight Operations

Nationally the freight industry is experiencing a growing requirement for air freight with most of this via major city airports for low weight, high value and time dependent products.

- Products moved include pharmaceuticals, high tech equipment and orders from local and offshore online businesses. The expansion of online businesses has led to a growth in parcel delivery businesses (eg. Australia Post and their Star Track acquisition).
- There has also been major growth of linked businesses based in hubs around airports, including aircraft servicing, airfreight services and other support services. These hubs have also become locations for business that benefit from proximity to airports.

Direct airfreight shipments to and from the Wangaratta Region are limited. Freight that may be air freighted (interstate or international) is usually shipped by road to Melbourne and/or Sydney Airports for international/domestic flights.

There is some future potential for airfreight covering regional high value/ low volume agribusiness products (eg. premium wine and beverages; gourmet cheeses; hazelnuts, truffles etc.).

### 2.3.4 Industrial Land and Logistics

The AECOM report indicates that Wangaratta has 15 years supply of zoned industrial land and another 15 years of potential supply within adjacent unzoned areas. It emphasises the need to protect employment zones and the airport.<sup>19</sup> The AECOM report recommends amendments to the Municipal Strategic Statement to provide policy support for: ongoing protection of sites for a freight and logistics hub, industrial precincts and the airport zone.<sup>20</sup>

There are several operating and proposed intermodals in the broader region.

- Wodonga: there is a major freight and logistics precinct at Wodonga (Logic - logistics hub)
- Beveridge Freight and Logistics Precinct - feasibility study on securing future private investment for development of an interstate freight terminal at Beveridge.
- Shepparton has an intermodal site (GV Link - Goulburn Valley Freight and Logistics Centre) and is seeking investors.<sup>21</sup>

## 2.4 Tourism in the Region

### 2.4.1 Wangaratta Region

Wangaratta is a central city in the North East with access to major tourism locations in the region.

- These include: the wine and food areas of Milawa, King Valley and Rutherglen, Beechworth and Glenrowan; National Parks and High Country areas, Winton Wetlands; Kelly Country – Glenrowan; Beechworth; Murray to Mountains Rail Trail (100 kilometres of sealed trails - linking Wangaratta, Beechworth, Rutherglen and Bright).<sup>22</sup>

<sup>17</sup> ABS Census 2016 Working Population Profile data.

<sup>18</sup> Wangaratta Freight and Land Use Study, Final Report AECOM July 2016 P14

<sup>19</sup> Wangaratta Freight and Land Use Study, Final Report AECOM July 2016 P14

<sup>20</sup> Wangaratta Freight and Land Use Study, Final Report AECOM July 2016 P35

<sup>21</sup> [http://greater-shepparton.com.au/assets/files/documents/business/COGS\\_GVLINK\\_Freight\\_Book.PDF](http://greater-shepparton.com.au/assets/files/documents/business/COGS_GVLINK_Freight_Book.PDF)

<sup>22</sup> <http://www.victoriashighcountry.com.au/towns-villages/wangaratta/>; <http://www.visitwangaratta.com.au/>

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- The North East's/ High Country attractions included Nature – national parks , walks/hikes , trails; Adventure – skiing, cycling, water sports, mountain bikes; Gourmet – food, wine , craft beer, ciders; Activities -, fishing, horse riding, camping.
- Wangaratta stages a number of sports, cultural, arts and tourism events each year. These include: Wangaratta Festival of Jazz, La Dolce Vita, Wangaratta Marathon and Fun Run, Sam Miranda Cycle Tour, Wangaratta Cup, Stretched up Festival, Feast of Art, Brown Brothers Annual Wine and Food Festival, Kelly Country Classic and more.

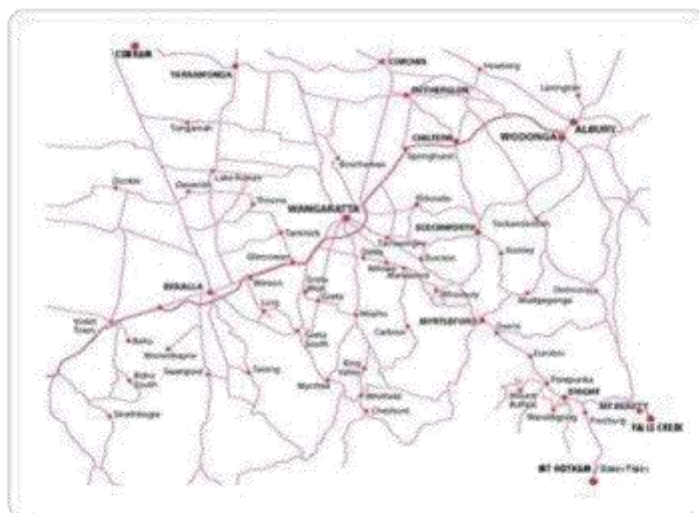


Table 6. Travel Distances from Wangaratta City Centre

Journey: Wangaratta to:	Distance (kms)	Travel Time – Driving
Melbourne	250	2 hours 41 mins
Beechworth	36kms	30 mins
Milawa	22kms	20 mins
King Valley	39 kms	36 mins
Winton	33 kms	22 mins
Myrtleford	46 kms	34 mins
Chilham	46 kms	34 mins
Rutherglen	39kms	31 mins
Glenrowan	15kms	15 mins
Yarrawonga	55 kms	43 mins
Benalla	48 kms	32 mins
Albury Airport	76 kms	53 mins
Mansfield	103 kms	1 hour 8 mins
Mt Buffalo	100kms	1 hour 45 mins
Mt Beauty	106kms	1 hour 35 mins
Bright	83 kms	1 hour 5mins
Shepparton	120 kms	1 hour 20 mins

Source: Google Maps 2017

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## 2.4.2 Travel to the Region

### Travel Mode

The main access to the High Country Tourist Region from Melbourne and Sydney is by road via the Hume Highway.

- In the Central and Upper Hume Regions, the Hume Highway passes the cities/towns of Benalla, Glenrowan, Wangaratta and Albury Wodonga.
- VLine passenger rail (3 services per day) provides access from Melbourne to Wodonga via Wangaratta and other towns in the Central Hume Region. The NSW Train Link - Melbourne/Sydney XPT service (2 services per day) stops in Benalla, Wangaratta and Albury.
- Passenger air access is via Albury Airport (RPT services), with daily flights from Melbourne Sydney and 3 flights per week from Brisbane. General aviation and some charters are via local airports.

Table 7. Flights – Albury Airport

Return Flights Destinations	Weekdays (daily flights)	Weekends (total flights)
<b>Sydney to Albury</b>		
REX	4	3
Qantas Link	4	6
Virgin	2	3
<b>Melbourne to Albury</b>		
Rex	3	2
<b>Brisbane to Albury</b>		
JetGo	1	2

Source: Albury Airport websites (September 118 2017) <http://www.flyalbury.com.au/flights/daily-flight-schedules>

Table 8. Rail Travel to Wangaratta Station

Rail	Weekdays (daily )	Weekends (Sat & Sunday)
<b>VLINE (Melb/Albury)</b>	3	3
NSW Train Link - Melbourne/Sydney XPT	2	2

Source: VLine website (Sept 18 2017)

<https://www.vline.com.au/getattachment/90b9a59e-6b37-4c36-973c-02e404ba4266/Albury-Wodonga-Melbourne-via-Wangaratta-Bena-1>

### Passenger Flights – Wangaratta Airport

With the proximity to Albury Airport (under 1 hours travel time by road) and the frequency of passenger flights to Melbourne and Sydney, a RPT service to Wangaratta Airport is not likely to be sustainable.

Future flights are likely to be restricted to: special charters for events or luxury travel packages; and private light aircraft use.



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### 3. Role of Regional Airports

#### 3.1 Regional Airports Ownership

Several studies have been undertaken for the Australian Airports Association, which provide information on regional airports, including the results of surveys.<sup>23</sup> The latest report was completed in September 2016 by ACIL Allen Consulting.

- In Australia, there are around 250 airports, which receive Regular Public Transport (RPT) services, and 2000 much smaller airfields and landing strips scattered across the country.
- Many regional airports are owned and operated by local councils. Many face issues related to balancing community needs and commercial outcomes for airport assets. For smaller aerodromes this has implications for funding of operations, maintenance and upgrades, with some not being able to maintain the asset.<sup>24</sup>

#### Airports & Local Government

*"The vast majority of regional airports and aerodromes are owned and operated by local government. While councils make every effort to ensure funding is made available for their aerodrome, the reality is that airports must compete with other community infrastructure projects and services for an often very limited pool of funding, particularly capital funding. Unfortunately, this inevitably results in a number of regional aerodromes not having access to the funding they require to maintain and improve infrastructure. In the worst cases this might mean an inability to maintain safe operations and, ultimately, some may be forced to close."*

Source: Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association) P1

#### Aerodrome Local Ownership Plans (ALOP)

Many of Australia's airports/aerodromes (including Wangaratta) were originally established by the Australian Government, generally for military use. When they were no longer required for defence purposes, these airports were transferred to the ownership of the relevant local government authority under **Aerodrome Local Ownership Plans (ALOP)** or were sold to private interests. The ALOP agreements (from the early 1990's) under which these transfers took place impose obligations on the recipient local government authority to maintain and operate the airport as an airport.<sup>25</sup>

#### ALOP Agreements - Extracts

*"The agreements under which those airports were transferred to local government ownership include clauses which require, for example, that the local government body:*

- "(a) shall operate and maintain the aerodrome, open to the public, in compliance with Civil Aviation Regulations ...*
- (b) shall be solely responsible for developing, operating and maintaining the aerodrome including visual aids and associated equipment to [CASA] standards...*
- (c) shall permit open, unrestricted and non-discriminatory access to the aerodrome by airline and aircraft operators on reasonable terms and conditions, consistent with the physical limitations of the aerodrome ...*
- (e) shall be responsible for the safety of the aerodrome ...*
- (f) shall be responsible for the security of the aerodrome ...*
- (g) shall take such action as is within its power to prevent the restriction of aircraft operations to and from the aerodrome by objects, such as buildings, other structures, trees or other natural objects ...*
- (h) shall take such action as is within its power to:*
  - (i) create land-use zoning around the aerodrome which will prevent residential and other incompatible development in areas which are, or may be, adversely affected by aircraft noise;*
  - (ii) prevent the introduction of activities likely to create a hazard to aircraft ...".*

Source: Australia's Regional Airports - Facts, Myths And Challenges , Australia's Airports Association P30

<sup>23</sup> Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association); Australia's Regional Airports Facts, Myths & Challenges November 2012. Australian Airports Association (AAA); Connecting Australia – The Economic and Social Contributions of Australia's Airports, May 2012, Deloitte Access Economics - A report for Australian Airports Association.

<sup>24</sup> Australia's Regional Airports - Facts, Myths And Challenges The Facts > Australia's Airports P70

<sup>25</sup> Australia's Regional Airports - Facts, Myths And Challenges , Australia's Airports Association P30

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The ALOP agreements require the consent of the Secretary of the Department of Infrastructure and Transport for a Council to sell or lease the airport where the alternative use would result in the closure of the airport or it no longer continuing to operate as an airport.<sup>26</sup> These clauses are similar to those for privatised airports.

### 3.2 Role of Regional Airports

#### 3.2.1 Regional Airports

Regional airports play a major role economic, social and community role. They are important for medical emergency use; firefighting and other uses. They also provide pilot training, recreational flying and aircraft maintenance services.<sup>27</sup>

*"Regional airports play vital roles in sustaining regional economies and communities, enabling access to specialist health, education, commercial and recreational facilities, and facilitating social connections. Regional airports are also a key facilitator of tourism, which is a significant economic driver for many regional communities. Regional airports save lives by facilitating medical evacuations, collection and delivery of organ donations and search and rescue. They also protect Australia's physical assets by enabling firefighting in areas where road transport is impossible or would be too late."*

Source: Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association) Pii

#### 3.2.2 Passenger RPT Services

There are 317 Australian airports which are certified (190) or registered (127) by the Civil Aviation Safety Authority (CASA) as having significant current RPT or charter use or potential use.<sup>28</sup>

- Airlines have scaled back RPT services to smaller airports and have focused on profitable routes to major regional centres. These centres operate as regional hubs for residents, business visitors and tourist.
- While the number of destinations has been reduced the number of passengers travelling to the regional hub destinations have increased dramatically, with annual growth averaging 3.3% per year projected to 2025.<sup>29</sup>
- Flights to smaller airports are largely charters associated with special tours or regional events, and this is the case with Wangaratta.

#### 3.2.3 Social Contributions

A 2012 airports survey identified the key contributions of local aerodromes/airports. Three of these issues are important for Wangaratta Aerodrome: significant recreational use; aeronautical businesses on site; and emergency services use.<sup>30</sup>

26 Australia's Regional Airports - Facts, Myths And Challenges , Australia's Airports Association P30

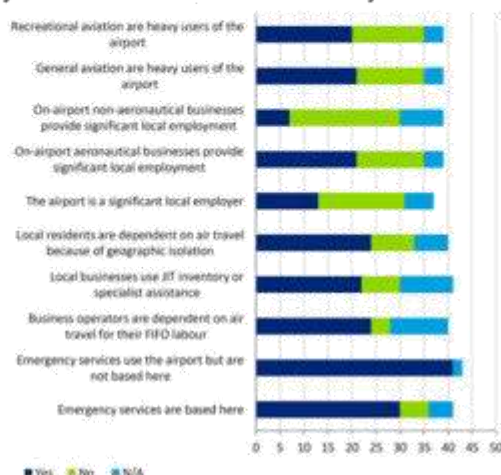
27 Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting P8

28 CASA certified airports are able to be used by RPT or charter aircraft with more than 30 passenger seats; CASA registered airports have been checked and verified by a qualified person approved by CASA for use at least once a week by RPT or charter aircraft with more than 9 but not more than 30 passenger seats. Report Australia's Regional Airports Facts, Myths & Challenges November 2012 Australian Airports Association (AAA) P30

29 Report Australia's Regional Airports Facts, Myths & Challenges November 2012 Australian Airports Association (AAA) P4 & 8

30 Connecting Australia – The Economic and Social Contributions of Australia's Airports, May 2012, Deloitte Access Economics - A report for Australian Airports Association P46

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**Key Social Contributions to the Local Economy**

Source: AAA Regional, Rural and Remote Airports Survey, March 2011

Source: Connecting Australia – The Economic and Social Contributions of Australia's Airports, May 2012, Deloitte Access Economics - A report for Australian Airports Association P46

**3.3 Key Issues for Regional Airports**

The Regional Airport Infrastructure Study report had a number of key findings, which related to the situation of Wangaratta Aerodrome.

These include: important social and economic roles of local airports in communities across Australia; the financial stress that many regional airport owners face from the costs of maintaining and operating the airport; and challenges in upgrading facilities to meet future aviation needs.<sup>31</sup>

Airports are not passive assets and large or small must be actively managed and to comply with regulatory requirements. The costs of maintaining and upgrading infrastructure including terminal facilities and runways have increased faster than other infrastructure costs.

*"Australia's regional airports face significant challenges in maintaining the service they provide to their local communities. Many regional airports in Australia are operating at a loss each year, and are heavily dependent upon cross-subsidisation by their local government owners who face multiple and competing demands on their limited financial resources."*

Source: Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association) Piii

<sup>31</sup> Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association)

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### 3.4 Financial Situation – Regional Airports

#### 3.4.1 Financial Performance

The survey data for 2014/15, shows the average financial performance for regional airports. In all 61% of regional airports had budget deficits in the survey year (2014-15), and nearly 40% expected continuing budget deficits over the period to 204/25.<sup>32</sup>

- On average the RPT regional airports had \$2.28 million in revenues in 2014-15 (compared with an average expenditure of \$2.36 million (on operations and maintenance) - a 3.4% funding gap. While the operators of non-RPT regional airports had \$99,000 in revenues in 2014-15 compared with an average expenditure of \$182,000 (a 45.6% gap).<sup>33</sup>
- As many as 50% may be operating at a loss each year and rely on cross-subsidisation by their local government owners.
- On average, the survey found that non-wage maintenance costs made up 25% of the total expenditure of the regional airports with RPT services and 49% for non-RPT regional airports. The most significant cost to an airport is routine maintenance that is required for an operational aerodrome.

The following table compares Wangaratta Aerodrome with the averages from the survey. The gap for Wangaratta is broadly in line with the average for Non-RPT airports – deficit of \$87,000 or 59.6% gap (cf. survey average \$83,000 and 45.6%). The major difference is in revenue size and mix, with Wangaratta not having landing charges and significant non-aviation rent revenue.

Table 9. Summary Financials Regional Airports 2014/15 & Wangaratta Comparison

	Average 2014/15 RPT airports	Average 2014/15 Non-RPT airports	Average 4 years 2013/14 -2016/17 Wangaratta Aerodrome
<b>Revenue &amp; Expenditure</b>			
Revenue (Average)	\$2.28 million	\$99,000	\$59,110
Expenditure (Average)	\$2.36 million	\$182,000	\$146,187
Shortfall (Average)	-\$80,000 (3.4%)	-\$83,000 (45.6%)	-\$87,076 (59.6%)
<b>Type of Revenue</b>			
Aeronautical-related (such as landing fees and passenger head taxes)	74.3%	51.8%	0% No landing fees
Other revenue - receipts from the lease of land to airport tenants, car parking, and advertising revenue	25.7%	48.2%	100% Leases of hangars/terminal space - \$34,721 (58.7%); Other rents/charges (non-aviation) - \$17,144 (29.0%) \$7246 facilities hire (12.3 %)

Source: Regional Airport Infrastructure Study - Economic Contribution and Challenges of Regional Airports in Australia, September 2016 - ACIL Allen Consulting. (Report to Australian Airports Association) P20; and Wangaratta Aerodrome financial data from Council.

#### 3.4.2 Businesses at Airports

On airport aviation related businesses either have site leases and build their own premises or lease airport-owned buildings. Most of the businesses are in the aeronautical and related industries or providing services to passengers.

Many urban and larger regional airports have also diversified activities to include non-aeronautical businesses located in adjacent business parks. These tend to be: freight and logistics centres; businesses that have a dependence on air service accessibility (eg. export/import); and other commercial and industrial businesses that benefit from proximity.<sup>34</sup>

#### 3.4.3 Airport Leases

Rents vary greatly between airports based on size and location and the demand for space.

While larger airports tend to set rents at market rates, many smaller aerodromes offer leases at concessional rates in order to maintain tenants and activities at the site, or to attract new businesses or recreational flyers.

<sup>32</sup> Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016 ACIL Allen Consulting. (Report to Australian Airports Association) P1

<sup>33</sup> This expenditure is for operations and does include capital works and infrastructure upgrades.

<sup>34</sup> Source: Connecting Australia – The Economic and Social Contributions of Australia's Airports, May 2012, Deloitte Access Economics - A report for Australian Airports Association P8



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Many smaller regional aerodromes have no landing charges and offer relatively low site rents for aero clubs and recreational flyers. The rates for aviation businesses located on site are usually below market rates. This is largely the case at Wangaratta.

- There are a range of services delivered by local government, which have an operating deficit and are cross subsidised. This usually includes areas like library services, community centres and sports and recreation centres. For these services the community and health benefits are recognised as important.
- For local aerodromes the major social and community benefit relates to the need for emergency services to have air access (eg. fire protection; air ambulance etc.) to a region.
- There are significant economic benefits from having aircraft servicing businesses on site and these are usually servicing local recreational aircraft and those from a much broader region.

Where site rents or hangar rents can be regarded as concessional it is important that the rationale and cost is transparent. For example, it is recognised as an economic development initiative or as a way of supporting the community safety functions of the aerodrome.

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## 4. Wangaratta Aerodrome - Current Operations

### 4.1 Wangaratta Aerodrome

Wangaratta City Council owns and operates the Aerodrome, which is located 7km directly south of the city, close to the Hume Highway.

- It has a sealed runway and grass runway and is generally used for small scale general aviation, charter flights, aviation training, and emergency operations (eg. Rural Ambulance Victoria and fire services) and occasional RAAF flights.
- The aerodrome facilities include a Regular Public Transport (RPT) apron, General Aviation (GA) apron and a terminal facility and various aviation support facilities. At present, the aerodrome does not host any RPT services.
- Current activities at the airport include the following: aircraft repair, maintenance, fabrication and restoration; general aviation; recreational flying (eg. joy flights); emergency services; flight training; charter flights; and motor bike licence training.
- Use Levels: estimates of aviation use include: around 6-10 GA flights per day; and 6 Air Ambulance flights (including helicopters) - for primarily patient transfers rather than medivac emergency flights. Charter use is mainly for flights for the snow season, wineries and festivals and events.
- Air freight services current do not operate, however the potential to develop freight services has been identified in several reports.<sup>35</sup> For example, the 2016 Wangaratta Freight and Land Use Study noted that the Wangaratta Planning Scheme references the potential for a freight logistics facility associated with the airport, which could be used as a cluster for packaging and distribution of regional product (eg. for wine industry and niche high value products).<sup>36</sup>

### 4.2 Airports in the Region

There are several other regional airports in the broader region.

Table 10. Airports in the Region

Airport	Description
Albury Airport	Is approximately 85 kilometres north-east of Wangaratta Aerodrome (1 hour drive) and is a major regional gateway, providing RPT, charter and pilot training services and some freight services.
Benalla Airport	Is of similar size of Wangaratta aerodrome and offers similar services in addition to extensive gliding operations. A Stage 1 Redevelopment was completed in 2016 – covering fencing, fuel facilities, improved gliding strip and runway maintenance. <sup>37</sup>
Mangalore Airport	Operates as a training hub and for general aviation. <sup>38</sup> It has been suggested as a freight hub for the Lower Hume Sub Region (around Seymour area) with funding provided for a feasibility study. <sup>39</sup> The airport is situated near the convergence of the Hume and Goulburn Valley corridors and there are options for an Intermodal Freight Logistic Precinct adjacent to the airport site.
Shepparton Aerodrome	A feasibility study has been completed and includes identification of future airport sites to allow for passenger flights and air freight. <sup>40</sup>

### 4.3 Activities on Site

#### 4.3.1 Existing Activities

The aerodrome performs a number of roles

- It plays an important role in supporting a range of activities and services: emergency services (including significant use by Air Ambulance Victoria); charter services; recreational aviation (eg. joy flights provided by Classic Air Adventures and Air Combat Australia); pilot training (provided by the local Aero club); and heritage conservation/tourism (War bird joy flights, maintenance and restoration).

35, Wangaratta Freight and Land Use Study, Final Report AECOM July 2016 P11, P13, 14

36 Wangaratta Freight and Land Use Study, Final Report AECOM July 2016 P7

37 <http://www.benalla.vic.gov.au/Your-Council/Major-Projects/Benalla-Airport-Masterplan>

38 <http://mangaloreairport.com.au/airport/airport-vision/>

39 Central Hume Sub Region Plan 2010-20, Department of Planning and Community Development P39; Freight Directions in the Hume Region Detailed Report June 2013 RDA P10-11, P32

40 Hume Strategy Regional Plan - Key Priorities 2015 – 2017 December 2015 RDA P7 & P13



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- It is an aviation services hub for several aircraft maintenance, fabrication and restoration businesses that operate in commercial hangars.
- Non-aviation related activities include a motor bike licence training course operating at the aerodrome car park, mostly on weekends. There is also hiring of the tarmac and terminal for events.

#### 4.3.2 Businesses on Site

There are several successful local businesses currently operating at Wangaratta Aerodrome.

- Border Aerospace Fabrication (fabrication and restoration); North East Aviation (aircraft maintenance and servicing); and Classic Air Adventures (aviation tourism and classic aircraft restoration). These businesses have an established client base and provide services for the Wangaratta area and regional Victoria. These businesses are positioned for further growth subject to the availability of suitable expanded facilities at the aerodrome.
- Air Combat Australia wants to establish Wangaratta as its operational base for Victoria.
- Other activities include: Ridesmart-motorcycle licence training; NE Windsports-blowkart competitions; and Victorian Jet Aerosport Association (model aircraft) - club days and national competitions.

Table 11. Wangaratta Aerodrome – Businesses On Site

Business	Activity	Facilities
<b>Aviation Businesses on Site</b>		
Border Aerospace Fabrication (fabrication and restoration).	Maintenance and repair of aircraft (antique, ex-military, GA) Want to expand business with larger hangar	Leases commercial hangar
North East Aviation (aircraft maintenance and servicing)	Focuses on aircraft mechanics, and airworthy and export certification. Shares facilities with an avionics company to provide a "complete package" service.	Leases commercial hangar
Classic Air Adventures (aviation tourism and classic aircraft restoration)	Provides restoration, manufacturing, and maintenance services, with a focus on World War 2 war planes. Also provides joy flights on restored war planes.	Owns large freehold hangar and rents office space in terminal. Lack of hangar space is an issue Terminal is under utilised
<b>Other Aviation</b>		
Air Combat Australia	A business currently operating out of Camden Airport, NSW providing pleasure flights in jet trainer aircraft 120 flight per year – each person 5-10 spectators From Wangaratta expect to deliver 180 flights. Also investigating Bendigo airport	Need hangar with apron and landside (car park) access for customers and spectators.
<b>Other Site Users</b>		
Ridesmart	Motorcycle training – 2 day course (Sat-Tues)	Use car park and Aero Club room for training. Used for last 10 years.
NE Windsports	Blowkarting	Use the caravan park site. Hosted Victorian State Blowkarting championships for 4-5 years – using main runway.
Victorian Jet Aerosport Association	Model jet club with a commercial arrangement with Council (for 15 years)	Use runway, hardstand and facilities for club flying days. Holds three club meetings per annum, generally consist of two-day events held on weekends in July, September and October. Every April - international invitation event (3-days) involves hiring the terminal building for catering. Future - expect to increase utilisation of Wangaratta Airport from six (6) days per annum to nine (9) days per annum The club also host events at Mangalore (3 per annum) and Leongatha (2 per annum).

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#### 4.4 Aerodrome Financials

##### 4.4.1 Revenue & Expenditure- Operations

The following table shows the revenue and operations spending for the aerodrome. This is based on financial information provided by Wangaratta Council.

- Total revenue averaged \$59,110 over the 4 year period and operating expenses averaged \$146,187, thus producing an average annual deficit of -\$87,076. (59.6% of operating expenses).
- The major sources of revenue were aviation related \$34,721 (58.7%); user fees for hire of facilities \$7,246 (12.3%) and other revenue \$17,144 (29.0%) for grazing, house rental and motor cycle training.
- Aviation related revenue is made up of site leases for occupants of the hobby hangar and rents for the two commercial hangars and for office space in the terminal building.

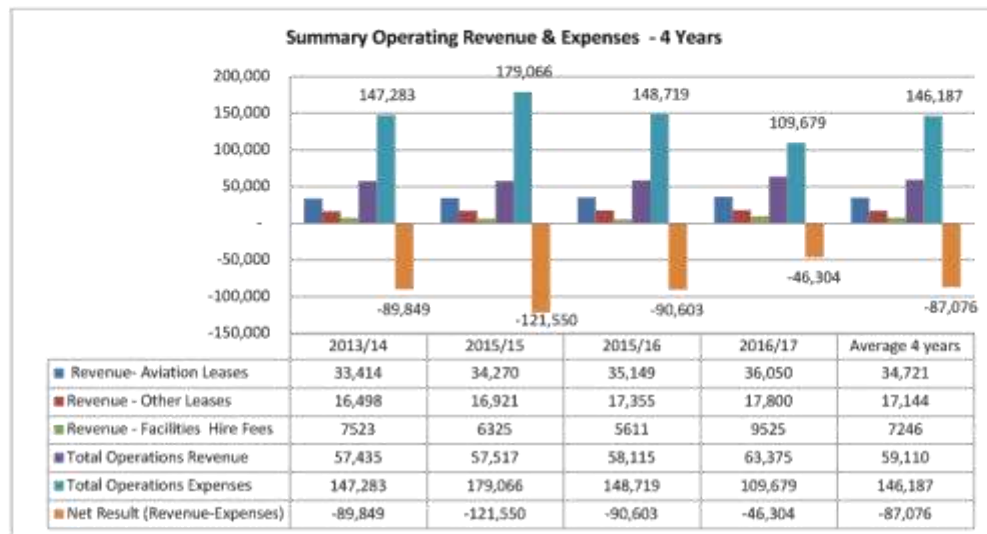
For 2013/14 - 2015/16 lease revenue has been estimated based on the annual adjustment factor in rents being 2.5%.

Table 12. Wangaratta Aerodrome Financials 2013/14-2016/17

	2013/14	2014/15	2015/16	2016/17	Total - 4 years	Average 4 years	% Share
Revenue	Estimated	Estimated	Estimated	Actuals			Share of Revenue
Aviation Related							
Total Aviation Related	\$33,414	\$34,270	\$35,149	\$36,050	\$138,883	\$34,721	58.7
User Fees (Hire of Facilities)	7,523	6,325	5,611	9,525	\$28,984	\$7,246	12.3
Other							
Total Other (actuals)	\$16,498	\$16,921	\$17,355	\$17,800	\$68,574	\$17,144	29.0
Total Revenue Aviation & Other	\$57,435	\$57,517	\$58,115	\$63,375	\$236,441	\$59,110	100.0
Expenses	Actuals	Actuals	Actuals	Actuals			Share of Expenses
Employee & Other Costs							
Employee Costs (Total)	34,884	58,387	45,563	13,678	\$152,513	\$38,128	26.1
Materials & Services (Total)	79,724	88,040	64,634	57,581	\$289,978	\$72,495	49.6
Materials & Maintenance							
Total M&M Materials & Maintenance	32,675	32,639	38,522	38,420	\$142,256	\$35,564	24.3
Total All Expenses	147,283	179,066	148,719	109,679	\$584,747	\$146,187	100.0
Net Revenue - Expenses	-\$89,849	-\$121,550	-\$90,603	-\$46,304	-\$348,306	-\$87,076	-\$89,849

Source: Information provided by Wangaratta Council November 2017 & MCa analysis, February 2018

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Source: Information provided by Wangaratta Council November 2017 &amp; MCa analysis, February 2018

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#### 4.4.2 Revenue - Wangaratta Aerodrome

##### Lease Revenue

The following table shows details of the lease payments for site leases, the commercial hangars and other payments related to the site. Total revenue from leases in 2016/17 was **\$53,850** - Aviation related leases were **\$36,050** and other leases were **\$17,800**. The hobby hangar rents are based on a rate of \$3 per m2. This has been increased to \$6 per m2 under new leases being issued from December 2017.

Table 13. Revenue from Leases – Wangaratta Aerodrome 2016/17

Table 13: Revenue from Leases – Wangarata Aerodrome 2010/11			
Lessee	Agreement (WIM)	Property Description	Annual Rent
Aviation Related Leases			
			\$451.13
			\$442.80
			\$885.60
			\$648.00
			\$399.60
			\$459.00
			\$648.00
			\$10,410.84
			\$12,600.00
		\$9,105.30	
		Total Aviation Related Leases	\$36,050.27
Other Leases			
			\$400.00
			\$1,000.00
			\$200.00
			\$100.00
			\$4,400.00
			\$11,700.00
		Total Other Leases	\$17,800.00
		Total – All Leases	\$53,850.27

Source: Wangaratta Council Information, November 2017

Based on the total areas of the hangars and the rents paid, the rental rate per m2 is an average of \$2.00 per m2 for site rents and \$23 per m2 for the rent of the commercial hangar buildings. The site rent paid for hobby hangars is \$3 per m2, with this being increased to \$6 per m2 from December 2017.

Table 14. Rents and Site Areas – Wangaratta Aerodrome 2016/17

Hangar Leases (2016/17)	Area m2	Total Rent \$	Rent/m2 \$
Site Rents			
Hobby Hangar (8 site rents)	1980	3934	\$2.00 – based on total area of hangar
Commercial Hangar Rents			
<b>Total</b>	<b>2960</b>	<b>\$26,945</b>	

Source: Wangaratta Council Information, November 2017 and MCA analysis

##### Other Site Revenue

The other revenue generated from the site is user fees for events staged at the aerodrome (using the runway and terminal building) by the Victorian Jet Aerosport Association and NE Windsports.

Table 15. Other Revenue - Wangaratta Aerodrome

	13/14 Actuals	14/15 Actuals	15/16 Actuals	16/17 Actuals	Total - 4 years	Average 4 years
Other Revenue						
User Fees (Hire of Facilities)	7,523	6,325	5,611	9,525	\$28,984	\$7,246

Source: Wangaratta Council Information, November 2017 and MCA analysis

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#### 4.4.3 Comparisons with Other Airports

##### Financial Results

The following table compares Wangaratta's revenues and expenditure with averages from the 2014/15 airports survey by ACIL Allen Consulting.<sup>41</sup> Wangaratta's overall performance broadly aligns with the average for Non-RPT airports.

Table 16. Summary Financials Regional Airports 2014/15 & Wangaratta Comparison

	Average 2014/15 RPT airports	Average 2014/15 Non-RPT airports	Average 4 years 2013/14 -2016/17 Wangaratta Aerodrome
<b>Revenue &amp; Expenditure</b>			
Revenue (Average)	\$2.28 million	\$99,000	<b>\$59,110</b>
Expenditure (Average)	\$2.36 million	\$182,000	\$146,187
<b>Shortfall (Average)</b>	<b>-\$80,000 (3.4%)</b>	<b>-\$83,000 (45.6%)</b>	<b>-\$87,076 (59.6%)</b>
<b>Type of Revenue</b>			
Aeronautical-related (such as landing fees and passenger head taxes)	74.3%	51.8%	0% No landing fees
Other revenue - receipts from the lease of land to airport tenants, car parking, and advertising revenue	25.7%	48.2%	100% Leases of hangars/terminal space - \$36,050 (59.0%); Other rents/charges (non-aviation) - \$17,800 (29.1%) \$7246 facilities hire (11.9%)

Source: Regional Airport Infrastructure Study - Economic Contribution and Challenges of Regional Airports in Australia, September 2016 - ACIL Allen Consulting. (Report to Australian Airports Association) P20; and Wangaratta Aerodrome data from Wangaratta Council.

##### Leases and Rents

Fees for hangars at airports can comprise: site lease charges for hangar sites with lessees constructing their own hangars on the leasehold sites; lease fees for use of Council owned and erected hangars (which may be shared by several users or house a commercial operation); and payments to private hangar owners for having aircraft in the hangars.

Lease charges vary with the size of aerodromes and their proximity to major population centres. Small local aerodromes generally have charges at the lower end of the scale.

Comparisons were made of: rents at other regional airports (for site leases and hangars); purchase prices of hangars on leasehold sites. For site rent comparisons a notional 15m x 15 m (225 m<sup>2</sup>) was used. Indicative costs of constructing basic hangars were also examined.

Table 17. Site Leases - Rents Comparisons

Aerodrome	Hangar Site Rents (own hangar on site)	Example < notional 225m <sup>2</sup> site>
Wangaratta	\$3.00 per m <sup>2</sup>	225m <sup>2</sup> site: \$ 675 per year
Benalla (old rate)	\$0.75 per m <sup>2</sup>	225m <sup>2</sup> site: \$ 169 per year
Benalla (proposed new rate) <sup>42</sup>	\$5.00 per m <sup>2</sup>	225m <sup>2</sup> site: \$1125 per year
Narromine (NSW)	\$6.82 per m <sup>2</sup>	225m <sup>2</sup> site: \$1536 per year (\$128 per month)
Cessnock (NSW)	\$6.93 per m <sup>2</sup>	225m <sup>2</sup> site: \$1560 per year (\$130 per month)
Bathurst (NSW)	\$6.66 per m <sup>2</sup>	225m <sup>2</sup> site: \$1500 per year
South Grafton (NSW)	\$5.33 per m <sup>2</sup>	225m <sup>2</sup> site: \$1200 per year
Emerald (Qld)	\$4.26 per m <sup>2</sup>	225m <sup>2</sup> site: = \$960 per year (\$80 per month)
Gympie (Qld)	\$8 per m <sup>2</sup> (old)	225m <sup>2</sup> site: \$1800 per year
	\$13 per m <sup>2</sup> (new)	225m <sup>2</sup> site: \$2925 per year

Source: Derived from airport and aviation websites (accessed November 2017)

41 Regional Airport Infrastructure Study - Economic Contribution And Challenges Of Regional Airports In Australia, September 2016  
ACIL Allen Consulting. (Report to Australian Airports Association) P20

42 <http://www.benallaensign.com.au/2017/07/07/3294/hangar-anger-at-fees>



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This following table shows rents for the use of hangar space at several aerodromes. These are mainly rents charged by hangar owners for recreational aircraft use. They are not rents for fully fitted out commercial hangars for use by aviation businesses. The Camden and Bankstown are rents for individual smaller hangars.

**Table 18. Hangar Rents Comparisons - Selected Aerodromes**

Aerodrome	Rents - Hangar Space	Annual Rate
Gympie (Qld)	\$50 per week per aircraft	\$2600 per year
Monriva (NSW)	\$70 per week per aircraft	\$3640 per year
West Sale (Vic)	\$27 per week per aircraft	\$1404 per year
Riddell (Vic)	\$66 per week per aircraft	\$3432 per year
Caboolture (Qld)	\$62.50 per week per aircraft (\$ 250 per month)	\$3000 per year
Somersby (NSW)	\$75 per week per aircraft (\$300 per month )	\$3600 per year
Camden (NSW)	\$550 per month	\$6600 per year
Bankstown (NSW)	\$550 per month	\$6600 per year

Source: Derived from airport and aviation websites (accessed November 2017)

The follow table shows indicative prices of hangars for sale, which are located on leasehold sites at aerodromes.

**Table 19. Leasehold Hangar Sales**

Location	Hangar Details
Airport Moorabbin Vic	2 leasehold hangars from \$58,000 each
Taree Airport NSW	24m x 18m. Mezzanine floor 18m x 7m approx. Two offices, water, power, telephone, air conditioner. 12m x 6m concrete apron. \$135,000
Jacobs Well Heck Field/Gold Coast Qld.	Hangar 12 X 12 Steel on concrete pad. Heck Field, Jacobs Well. Required to be member of Aviation Sports Club. \$85,000 (with 18 years on lease)
Sunshine Coast Airport Qld	Sunshine Coast Airport. 13m x 12m hangar in private 6 hangar complex. \$175,000
Kilcoy Airfield. Qld	\$91,000 - with 34 year lease - with club membership
Wagga Wagga NSW	In the light aircraft precinct -15m x 15m. Power connected and water & sewage services available. \$94,500 – with long lease.

Source: [http://www.aviationtrader.com.au/advert\\_category/hangars/](http://www.aviationtrader.com.au/advert_category/hangars/) (Accessed November 2017)

The following are indicative costs for the construction of basic modular steel hangars constructed on aerodrome sites.<sup>43</sup>

**Table 20. Indicative Construction Costs of Hangars**

Type	Description
Small to medium hangars	Small to medium hangars: approximately 12m x 15m. Cost range: \$40,000- \$50,000 (depends on size and fit out). Site preparation and concrete slab additional.
Medium hangars	Medium hangars - space for multiple aircraft and for extra storage or workshops. 18m x 21m. Cost range: \$50,000 – \$80,000 (depends on size and fit out). Site preparation and concrete slab additional.
Large hangars	Large hangars include room for multiple airplanes, accommodation and office space. Cost range: \$80,000 – \$140,000 (depends on size and fit out). Site preparation and concrete slab additional.

Source: <http://www.centralbuild.com.au/blog/cost-to-build-a-hangar/> (Accessed November 2017). Hangars are modular steel construction.

43 These are indicative prices from company (Central Steel Build – Kyneton Victoria) that constructs modular steel buildings, including hangars.



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#### 4.5 Capital Spending & Maintenance

Keeping the aerodrome operational requires capital expenditure and annual spending on maintenance of buildings and the precinct. This is a major issue for Wangaratta Aerodrome as it has an ongoing operational deficit and does generate a surplus to cover future capital requirements.

##### 4.5.1 Capital Spending

Total capital spending over the 4 years - 2013/14 to 2016/17 was \$201,391, with the major component being Aerodrome Pavement Resealing of \$192,711 (\$159,208 in 2013/14).

Table 21. Capital Spending - Wangaratta Aerodrome

Aerodrome Capital Spending					
Project	2013/14 Actuals \$	2014/15 Actuals \$	2015/16 Actuals \$	2016/17 Actuals \$	Total 4 Years
<b>Capital Spending</b>					
01200 Aerodrome Pavement Resealing	159,208	0	11,541	21,961	192,711
01697 Aerodrome Renewal	0	0	0	8,680	8,680
<b>Total Capital Spending</b>	<b>\$159,208</b>	<b>0</b>	<b>\$11,541</b>	<b>\$30,641</b>	<b>\$ 201,391</b>

Source: Wangaratta Council Information, November 2017

##### 4.5.2 Maintenance Spending

Maintenance spending is part of operations expenditure and the total averaged \$35,564 per year over the 4 year period (or 24% of total operating expenses). The major component was maintenance of the aerodrome terminal building (average of \$26,547).

Table 22. Materials & Maintenance Expenditure - Spending - Wangaratta Aerodrome

	2013/14 Actuals \$	2014/15 Actuals \$	2015/16 Actuals \$	2016/17 Actuals \$	Total - 4 years \$	Average 4 years \$
<b>Materials &amp; Maintenance</b>						
00191 Aerodrome Terminal (only) materials contract payments & maintenance	23,509	28,156	24,849	29,676	106,190	26,547
00259 Airworld Hangar No 1 & 2 materials contract payments & maintenance	0	721	2150	118	2,990	747
00263 Residence - Airworld materials contract payments & maintenance	9166	3762	11522	2767	27,217	6,804
01708 Airworld – former National Sports Aviation Centre - materials contract payments & maintenance	0	0	0	5859	5,859	1,465
<b>Total M&amp;M Materials &amp; Maintenance</b>	<b>\$32,675</b>	<b>\$32,639</b>	<b>\$38,522</b>	<b>\$38,420</b>	<b>\$142,256</b>	<b>\$35,564</b>
<b>Total All Operating Expenses</b>	<b>\$147,283</b>	<b>\$179,066</b>	<b>\$148,719</b>	<b>\$109,679</b>	<b>\$584,747</b>	<b>\$146,187</b>

Source: Wangaratta Council Information, November 2017

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## 5. Future Development

### 5.1 Future Directions

#### 5.1.1 Vision and Objectives

The vision for Wangaratta Aerodrome is:

*"To become an economically viable aviation hub, supporting regional business growth, community services and general aviation needs, while providing local employment opportunities and respecting environmental values"*

The Rural City of Wangaratta has set the following key objectives for managing and developing Wangaratta Aerodrome in support of the vision:

- Protect the airport's primary function for aviation, including land-use planning, airspace protection and preventing encroachment of other municipal activities into areas impacted by aircraft activity.
- Recognise the airport as a valuable community asset through engagement and understanding of the needs and concerns of aerodrome users and tenants.
- Provide appropriate infrastructure to support future development at the aerodrome based on sound economic rationale.
- Ensure compliance with CASA standards and requirements as required by a registered aerodrome.
- Support aviation related development on the site for private aircraft, commercial operators, and emergency services / agencies.
- Support the growth of existing businesses on the aerodrome site by providing them with the facilities and resources required to find / service more customers and provide local employment opportunities.
- Facilitate opportunities for future aviation related businesses on aerodrome site by reducing or eliminating barriers, and actively marketing the benefits of flying at Wangaratta.<sup>44</sup>

#### 5.1.2 Site Advantages

The Aerodrome is located on an approximately 117-hectare site and is surrounded by private rural land. The Hume Freeway is located just north of the Aerodrome. The Wangaratta Aerodrome site is currently zoned as Public Use Zone – Transport (PUZ4). Surrounding land is zoned as farming land (FZ).

Wangaratta Aerodrome has a number of advantages that provide a foundation for future development.

- These include: existing infrastructure including runway and aprons, a large terminal building (commercial kitchen, offices and open space) and car park; 3 operating aviation services businesses on site that currently employ around 17 persons; an Aero Club with an active membership; and a significant requirement for air ambulance use (because of Wangaratta's role as a regional health services hub).
- Three businesses operated in hangars: the largest hangar is privately owned on freehold land; and the other 2 lease Council owned hangars. Two of the businesses are seeking to expand but require additional hangar space, as they are constrained in their existing hangars.
- Air Combat Australia is seeking to establish its Victorian business at Wangaratta. The aerodrome is seen as having a number of advantages including: being in the centre of the North East tourist area, with large number of short stay and day visitors; having unrestricted air space; and car parking available on site.

<sup>44</sup> Wangaratta Aerodrome Master Plan 2017 (Final Draft), Wangaratta Rural City Council, February 2018

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### 5.1.3 Opportunities and Constraints

#### Opportunities

The master plan identifies future uses and opportunities.

- The major identified opportunities are: continued growth in private and commercial recreational aviation; recreational and private pilot training; expansion of aviation businesses on site; aviation events (using the tarmac and terminal); and reservation of adjacent land for industrial development (for aviation linked services, air freight services and light industrial activities). It also includes provision of an adjacent area for an airpark.
- Consultations revealed that there is identified regional demand for additional hangar space at the aerodrome.
- There are also ongoing requirements for use for Air Ambulance services and other emergency services (including firefighting).

#### Constraints

The major issues identified include: limited revenue generation opportunities; ongoing requirements for maintenance and investment in site upgrades; concerns about short term leases for hangar sites; no landing fees – which are seen as an advantage for operations; some constraints on the existing Council owned site and a need to rezone/acquire adjacent land; and a need to attract younger people into the aviation servicing sector.

Wangaratta Aerodrome has not been configured to allow for security controlled RPT operations. However the terminal building could easily be configured for any future requirement. The aerodrome currently lacks adequate fencing and security equipment.

### 5.2 Aerodrome Development - Planning for the Future

#### 5.2.1 Recognising Long Term Requirements

The Master Plan is a document that has to allow for regional demographic, business, consumer trends and aviation development over a 30+year period. It has to allow for potential long term demand for air services. This includes: air travel patterns (eg. regular flights and charter flights); growth in the tourism market; industry changes; and use of air freight to meet consumer and business requirements for time sensitive products.

It is important that the Master Plan and Council decisions take account of long term development trends in: the region; in aviation; travel patterns; and in industry (logistics, services, tourism). This involves reserving adjacent land for aviation activity and for businesses that may benefit from operating within the aerodrome precinct.

- As a regional aerodrome, there is an important community role in providing access for health services and emergency services operations.
- The major ongoing funding requirements from Council are for capital investment, site and building maintenance, management and regulatory compliance.
- Revenues are from site leases, commercial hangar leases and hiring charges and may cover part of the operating costs but cannot generate revenue to cover major maintenance costs or site or buildings upgrades. Council owners of regional aerodromes have usually sought funding from government (State and Commonwealth) as part of co-contributions.
- Where rental rates are below market rates, it is important that these are transparent and the economic development functions or community functions are recognised and assigned a value. They need to be recognised as costs incurred by Council that are related to industry development or community protection.

The Master Plan allows for a staged development of precincts in response to emerging demand over an extended time period.

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### 5.2.2 Airport Master Plan

The following table outlines the precincts proposed in the master plan.

**Table 23. Master Plan Precincts**

Precincts	Description
<b>Existing Aviation Precinct</b>	The Existing Aviation Precinct includes three commercial hangars, the car park, Aero Club building and the terminal building. It is envisioned that there will be no changes to the existing aviation precinct and should remain in the current configuration. The Existing Aviation Precinct includes the three commercial hangars, airfield look out space, current car park, Aero Club building and main terminal building.
<b>Potential Future Industrial Precincts</b>	The inclusion of the Potential Future Industrial (PFI) precincts areas reflects the strategic direction for Wangaratta Aerodrome to support a freight and logistics facility outlined in the Wangaratta Planning Scheme and The Rural City of Wangaratta Economic Development Strategy 2016-2020. The proposed area for the PFI is located outside the airport boundary, north of Brian Higgins Drive. The PFI (Aviation) precinct, located north of GAE2 is recommended to be reserved for aviation related industrial developments due to its valuable location adjacent to the primary runway. It is important to note that the area allocated to the PFI precincts is currently zoned as Farming and will require amendment to accommodate industrial use.
<b>General Aviation Expansion Precincts</b>	The General Aviation Expansion (GAE) precincts are suitable areas for future additional development of hangar space for general aviation related purposes. The General Aviation Expansion precincts are numbered according to the development stages, where GAE 1 should be developed before GAE 2. <ul style="list-style-type: none"> <li>GAE 1 is located west of the current Aero Club building and utilises the vacant space available that is adjacent to access to the general aviation apron. The location also provides frontage to the road access, which is valuable for aviation related businesses.</li> <li>GAE 2 located north of the existing hangar, provides a suitable location for general aviation hangars given its valuable location adjacent to the primary runway. It is envisioned that the hangars will be developed in a road access-hangar-taxiway configuration allowing for flexible staging.</li> <li>GAE 3 is located parallel to the secondary runway and is envisioned as a long-term expansion area, where the development is triggered by future general aviation demand.</li> </ul>
<b>Car Park Expansion</b>	The car park expansion is an extension to the existing car park to the West and South of the GAE 2 precinct. The trigger for this development will be based on the future car parking demand. The car park also links the main road to the GAE 2 precinct.
<b>Airpark</b>	Air park development was identified through the stakeholder consultation process as a potential opportunity at Wangaratta Aerodrome. Many stakeholders indicated that Wangaratta Aerodrome has the potential to mirror the Temora Airport Air Park model, which involves residential development on airport land. The logical location for this development would be at the Southern side of the secondary runway (09/27) along Brian Higgins Drive, due to the convenient, direct access to the main road and airfield.

Source: Wangaratta Aerodrome Master Plan 2017- Wangaratta Rural City Council, To70 Aviation Australia Pty Ltd, February 2018 P49-52



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Precinct Plan,



Source: Wangaratta Aerodrome Master Plan 2017- Wangaratta Rural City Council,  
 To70 Aviation Australia Pty Ltd, February 2018 P48

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### 5.3 Aerodrome Expansion – Short Term

#### 5.3.1 Current Demand for Hangar Space

Information from Council and from the stakeholder consultations identified some initial demand for hangar space.

- The aeronautical businesses on site require larger hangars to further develop their businesses, and Air Combat Australia requires a hangar as a base for their Victorian operations.
- There is a current demand for up to 6-8 hangar spaces for recreational aviation use.

#### 5.3.2 Development Funding

In response to this identified demand Wangaratta Council is currently seeking funding from the Victoria Government for the construction of two new commercial hangars. This is to support the expansion of aviation businesses and attract aeronautical tourism companies to Wangaratta.

- Total project costs are \$827,000, with the Council contributing \$413,500 and a matching amount being sought from the State Government.
- The operation of the businesses housed in the new hangars is expected to generate an additional 13 full time equivalent jobs -this would take onsite jobs to around 30 (up from 17 currently).<sup>45</sup>

If successful, the tender process and construction would occur between April and December 2018.

#### 5.3.3 Future Leases and Rentals

##### Commercial Hangars

Lease arrangements and annual rentals will need to be set for the two new commercial hangars.

**Current Hangars:** the current total annual rent for the two commercial hangars is \$23,010 (area 980m<sup>2</sup>): Hangar 1 (530 m<sup>2</sup> - [REDACTED]) and Hangar 2 450 m<sup>2</sup> [REDACTED]. This represents a rate per m<sup>2</sup> of \$23.

Table 24. Existing Rents on Commercial Hangars

Commercial Hangars	Current Rents	Hangar Area m <sup>2</sup>	Rate per m <sup>2</sup>
<b>Total</b>	<b>\$23,010</b>	<b>980</b>	

Source: MCA analysis, November 2017. Note: hangar areas are estimates.

**New Hangars:** the follow table shows the rents based on alternative rental returns. For example, based on Council funding contributions only and if a target return of 6% was required, the total annual rent would be \$24,810 or an average of \$12,405 per hangar. If the return was based on the total cost, then the rents would be double (ie. total \$49,620 and average \$24,810).

Table 25. Comparison of New Hangar Annual Rents – based on Rental Returns

New Commercial Hangars Rental returns	Based on Total Cost = \$827,000	Based on Council Contribution = \$413,500
<b>Total Rent Annual - Two Hangars</b>		
10%	82,700	41,350
8%	66,160	33,080
7%	57,890	28,945
<b>6%</b>	<b>49,620</b>	<b>24,810</b>
5%	41,350	20,675
<b>Rent Annual - Single Hangar</b>		
10%	41,350	20,675
<b>8%</b>	<b>33,080</b>	<b>16,540</b>
7%	28,945	14,473
<b>6%</b>	<b>24,810</b>	<b>12,405</b>
5%	20,675	10,338

Source: MCA analysis, November 2017

<sup>45</sup> Based on information provided by Wangaratta Council and the Council's funding submission to Regional Development Victoria (Regional Jobs and Investment Packages – Local Infrastructure Program).



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Based on the information in the RDV application and the indicative costs in the Master Plan, the costs of construction of 700m<sup>2</sup> commercial hangar was estimated at \$233,000. With an 8% yield this would imply an annual rent of \$18,671. This figure is used in the 10 year financial modelling.

#### Site Leases

The occupants of the hobby hangar pay pro-rata site leases for Council owned land, with the hangar building being privately owned. The master plan recommends that land in the aviation zone remain owned by Council and rented on the basis of site leases.

Future development of new hangars would be on the basis of these site leases. However for individuals or groups to develop hangars, it will be important that long term leases are provided. This enables loan finance to be obtained from financial institutions, and also the possibility for individuals to exit by selling their hangar with a long term site lease attached. Short term leases make it difficult to secure funding or to sell a hangar.

New lease terms were introduced in December 2017: leases for 10 years and 1 further term of 9 years and 6 months.

Based on the total areas of the hangars and the rents paid, the current rental rate per m<sup>2</sup> is an average of \$3.00 per m<sup>2</sup> for site rents and \$23 per m<sup>2</sup> for the rent of the commercial hangar buildings. The rate for site leases was increased to \$6 per m<sup>2</sup> in December 2017.

Site leases values are determined by: the size and activity levels at an aerodrome; the possible commercial uses of land in the aviation zone; commercial/industrial property values in an area; and the demand levels for sites and hangars. They vary substantially between aerodromes in regional and metropolitan areas.

Table 26. Rents and Areas – Wangaratta Aerodrome 2016/17

Hangar Leases (2016/17)	Estimated Area Leased m <sup>2</sup>	Total Rent \$	Rent/m <sup>2</sup> \$
<b>Site Rents</b>			
Hobby Hangar (8 site rents)	1328	\$3934	\$3.00
<b>Commercial Hangar Rents</b>			
<b>Total</b>	<b>2308</b>	<b>\$26,945</b>	

Source: Wangaratta Council Information, November 2017 and MCA analysis

We do not have any current valuations of land at the aerodrome. We recommend that the Council owned aerodrome land and adjacent sites be valued prior to the next stage of development of the aerodrome.

Some indicative valuations can be estimated using the current site rents and alternative rental yields. The hobby hangar is approximately 1980 m<sup>2</sup> and the total site rent is \$3934 or \$2.00 per m<sup>2</sup>.

- Based on a 10% yield this values the site at \$39,600 or \$20 per m<sup>2</sup>.
- Based on an 8% yield this values the site at \$49,177 or \$24.84 per m<sup>2</sup>.
- Based on a 6% yield this values the site at \$65,569 or \$33.12 per m<sup>2</sup>.

Table 27. Rents and Areas – Wangaratta Aerodrome Current 2016/17

	Site Area m <sup>2</sup>	Annual Rent Rent	Rent/m <sup>2</sup>	Site Value Estimate \$	Site Value Estimate \$ per m <sup>2</sup>
<b>Hobby Hangar (Current rents)</b>	1980	\$3934	\$2.00 (ave for total area)		
10% Yield				\$39,600	\$20.00
8% Yield				\$49,177	\$24.84
6% Yield				\$65,569	\$33.12

Source: MCA analysis November 2017

The following table shows site rents based on indicative site values (\$ per m<sup>2</sup>) and alternative yields. For example if the site was valued at \$30 per m<sup>2</sup>, total value would be \$59,400 and if a 10% rental yield was sought total rent would be \$5960 or \$3 per m<sup>2</sup>.

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**Table 28. Indicative Site Value and Rents**

		Total Rent Based on Yield			Rent /m2 Based on Yield		
Indicative Site Value \$/m2	Site Value \$	\$			\$		
		10%	8%	6%	10%	8%	6%
<Hangar Area 1980m2							
20	39,600	3960	3168	2376	2.00	1.60	1.20
30	59,400	5940	4752	3564	3.00	2.40	1.80
40	79,200	7920	6336	4752	4.00	3.20	2.40

Source: MCA analysis November 2017

The following table shows the current sale price of serviced industrial land in Wangaratta, which values the sites at around \$47-48 per m2.

**Table 29. Comparison – Price of Serviced Industrial Land - Wangaratta**

Site	Area m2	Sale Price Site \$	Sale Price \$/m2
<b>Vacant Land – Industrial Estate</b>			
Murrell St Wangaratta (Lot 8)	3837	\$180,000 (plus GST)	\$46.90
Murrell St Wangaratta (Lot 9)	3312	\$160,000 (plus GST)	\$48.30
Services to site include power (25kVa), water, sewerage & phone			

Source: <https://www.realcommercial.com.au/property-land+development-vic-wangaratta-502639782>

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### 5.3.4 Capital Investment Requirements

The following tables show the implementation plan and indicative capital costs for each stage of expansion of the aerodrome.<sup>46</sup>

Table 30. Implementation Plan

Action	Trigger Point	Indicative Timing
<b>5 Years – Implementation Plan</b>		
<b>Infrastructure</b>		
GAE1 Precinct Development <ul style="list-style-type: none"> <li>Taxiway - \$125,000</li> <li>Hangar Sites - \$90,000</li> <li>Apron - \$90,000</li> <li>Parallel Taxiway Apron Strip Widening - \$85,000</li> <li>Fuel Bowser relocation – unknown</li> <li>Drainage / Sewerage / Utilities</li> </ul>	Adoption of Master Plan Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Short – Medium Term
GAE2 Precinct Development – Stage 1 Hangar Sites - \$56,000 Apron - \$210,1000	GAE1 Completion Adoption of Master Plan Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Medium Term
<b>Future Development</b>		
Access road link – Brian Higgins Drive to GAE2 precinct <ul style="list-style-type: none"> <li>Road - \$225,000</li> </ul>	GAE2 Precinct Development	Medium Term / Long Term
GAE2 Precinct Development – Stage 2 Taxiway - \$125,000 Parallel Taxiway Extension - \$375,000 Hangar Sites - \$115,000 Apron - \$455,000 <ul style="list-style-type: none"> <li>Tie-down parking area</li> <li>Drainage / Sewerage / Utilities</li> </ul>	GAE1 Completion Economic justification Sufficient demand Funding availability (Public / Private / Grant)	Long Term
New Code C taxiway linking the parallel taxiway apron to RWY 18/36 adjacent to GAE2	GAE2 Precinct Development Traffic demands	Long Term
Runway strengthening	Demand or introduction of aircraft with classification > ACN 12	Medium Term / As required
PFI Precinct	Subject to business case and demand	Long Term / Future plan
PFIA Precinct	Subject to business case and demand	Long Term / Future Plan
Car Park Expansion	Subject to demand	Long Term / Future Plan

Source: Wangaratta Aerodrome Master Plan 2017- Wangaratta Rural City Council, To70 Aviation Australia Pty Ltd, February 2018 P69-71 (Note hangar site costs cover site preparation and slab only.)

<sup>46</sup> These are indicative costs only. Any future investment decisions would require technical assessments, design and full costing by a quantity surveyor.

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The following estimates are for the stage development of infrastructure at the aerodrome. For hobby hangars additional costs would be incurred by the leasees in constructing hangars on the prepared sites. For commercial hangars, Council would fund the construction of hangars and then lease them to aviation services companies.

Some estimates of hangar construction costs were developed, based on information in the RDV funding application.<sup>47</sup> These indicative estimates were used in calculating rents for the leasing of the commercial hangars and are included in the financial analysis in Section 5.4.

The cost of developing a commercial hangar (700m<sup>2</sup>) covering site preparation, utilities to site, construction was estimated at \$233,383 (2017 prices). The leasee would be responsible for internal fit-out.

**Table 31. Indicative Costings Infrastructure Development – Wangaratta Aerodrome**

Investment Requirements	Indicative Costs \$
<b>5 Year - Implementation Plan</b>	
<b>GAE1 Precinct Development</b>	
Taxiway	\$125,000
Hangar Sites	\$ 90,000
Apron	\$ 90,000
Parallel Taxiway Apron Strip Widening	\$85,000
Fuel Bowser relocation	unknown
Drainage / Sewerage / Utilities	unknown
<b>Total Estimate</b>	<b>\$ 390,000</b>
<b>GAE2 Precinct Development – Stage 1</b>	
Hangar Sites - \$56K	\$ 56,000
Apron - \$210K	\$ 210,000
<b>Total</b>	<b>\$ 266,000</b>
<b>Total - Initial Implementation</b>	<b>\$656,000</b>
<b>Future Development</b>	
Access road link – Brian Higgins Drive to GAE2 precinct	\$ 225,000
<b>GAE2 Precinct Development – Stage 2</b>	
Taxiway	\$ 125,000
Parallel Taxiway Extension	\$ 375,000
Hangar Sites	\$ 115,000
Apron	\$455,000
<b>Total Stage 2</b>	<b>\$1,295,000</b>
<b>Total All</b>	<b>\$ 2,176,000</b>

Source: Wangaratta Aerodrome Master Plan 2017- Wangaratta Rural City Council, To70 Aviation Australia Pty Ltd, February 2018 P69-71

<sup>47</sup> Wangaratta Council Application to Regional Development Victoria (Regional Jobs and Investment Packages – Local Infrastructure Program), October 2018

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#### 5.4 Financials - Aerodrome Operations

The following shows indicative financials for the operations of Wangaratta Aerodrome over a 10 year period from 2018/19 to 2027/28. The modelling is based on the assumptions in the table below.

Operations revenue estimates cover:

- Rents from existing hobby hangars based on new site rate of \$6 per m2 and 2.5% annual adjustments.
- Rents for existing 2 commercial hangars with 2.5% annual adjustments.
- RDV funding application: 2 new commercial hangars being constructed and operational in 2018/19.
- GAE1 Precinct Development : 6 additional hobby hangars being leased from 2019/20
- GAE1 Precinct Development : 2 additional commercial hangars constructed and leased from 2021/20 and 2023/24.
- All aviation related leases are increased by 2.5% per year.
- Continuation of non-aviation site leases, with rents adjusted by 2.5% per annum.
- User charges for use of site for events increased by 4% per year (assumes increase in events as aerodrome is developed).

Operations expenditure is based on the average expenditure pattern for the 4 years to 2016/17, with 2.5% annual increases. Staffing was increased to a 0.6 manager position. It is assumed that construction and infrastructure projects would be managed by other Council staff.

The financial modelling covers operations revenue and expenditure. Expenditure includes repairs and maintenance but not capital costs.

**Table 32. Assumptions in Operations Modelling**

Assumptions	Description
<b>Revenue - Operations</b>	
Hobby Hangars -Existing (7 leases)	Rents: based on \$6 per m2 (increased from \$3 in Dec 2017 & 2.5% annual adjustment)
Existing Commercial Hangars (2)	Existing rents & 2.5% annual adjustment
New Commercial Hangars - RDV Development (2)	Assumes 700m2 and 8% yield on total hangar costs (site + construction). Estimated site preparation, slab, hangar construction and utilities. = \$ 233,383 . 8% yield = \$18,671 annual rent & adjusted 2.5% per annum (From 2018/19)
New Commercial Hangars GAE1 Precinct Develop (2)	Assumes 700m2 and 8% yield on total hangar costs (site + construction). Estimated site preparation, slab, hangar construction and utilities. = \$ 233,383 . 8% yield = \$18,671 annual rent & adjusted 2.5% per annum (1 from 2020/21 & 1 from 2023/24)
Hobby Hangars -New (6 leases) GAE1 Precinct Develop	Rents: based on \$6 per m2 (increased from \$3 in Dec 2017 & 2.5% annual adjustment) (From 2019/20)
Other site leases (non -aviation)	Based on revenue - average 4 years to 2016/17 increased by 2.5% per year
User Charges (events)	Based on revenue - average 4 years to 2016/17 increased by 4% per year
<b>Expenditure - Operations</b>	
Staffing	Assumes 0.6 manager position from 2018/19. Salary based on Victorian Local Government Award 2015 –FWA (Level 11 position). Full time annual salary \$70,122 (based on \$1348.50 per week) – 0.6 position = \$42,073 . On costs 21% of salary - \$8835 . Total labour cost - \$50,909. Annual adjustment 2.5% per year
Other Operating Spending	Based on spending - average 4 years to 2016/17. Annual adjustment 2.5% per year

Source: MCA modelling & analysis January 2018



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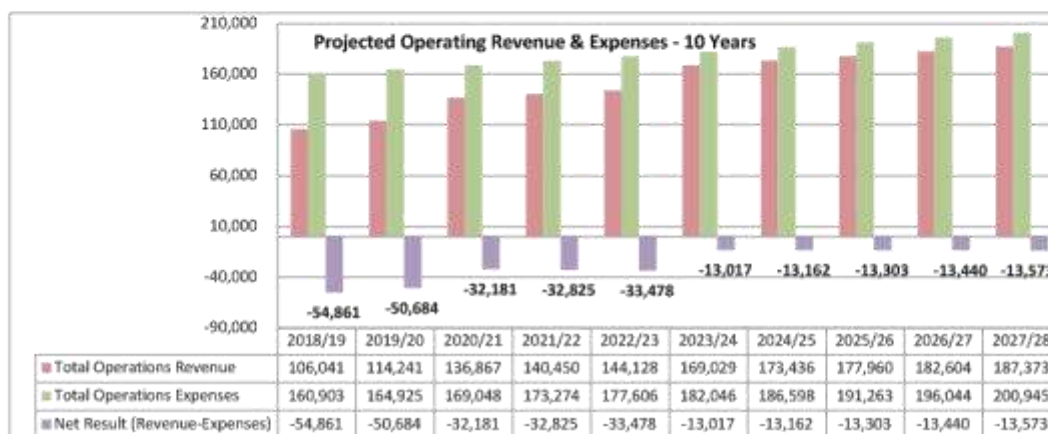
The modelling and projections show in summary that:

- The extension of hangars at the aerodrome and its development as an aviation servicing hub will potentially improve the overall financials from an operating deficit of \$87,076 (annual average for 4 years to 2017/16) to a deficit of around \$13,000 from 2023/24. This is based on the growth in revenue from commercial aviation hangar leases and some growth in user charges.
- While the aerodrome approaches break-even on operations, it does not generate any accumulated surpluses to cover capital works and major future asset maintenance requirements. Capital investment will need to be covered by Council funding or grants from government programs (State and Commonwealth).

Table 33. Summary – Wangaratta Aerodrome Operations: 10 Years

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>										
Total Aviation Related Leases (Current)	40,550	41,563	42,603	43,668	44,759	45,878	47,025	48,201	49,406	50,641
New Commercial Hangars (2- RDV Funding)	37,341	38,275	39,232	40,212	41,218	42,248	43,304	44,387	45,497	46,634
GAE1 New Hobby Hangars (6)	-	5,400	5,535	5,673	5,815	5,961	6,110	6,262	6,419	6,579
GAE 1 New Commercial Hangars (2)	-	-	19,616	20,106	20,609	21,128	21,654	22,187	22,727	23,274
Other Leases	18,245	18,701	19,169	19,648	20,139	20,643	21,159	21,688	22,230	22,786
User Charges (events)	9,906	10,302	10,714	11,142	11,588	12,052	12,534	13,035	13,556	14,099
<b>Total Operations Revenue</b>	<b>106,041</b>	<b>114,241</b>	<b>136,867</b>	<b>140,450</b>	<b>144,128</b>	<b>169,029</b>	<b>173,436</b>	<b>177,960</b>	<b>182,604</b>	<b>187,373</b>
<b>Operating Result</b>										
Total Operations Expenses	160,903	164,925	169,048	173,274	177,606	182,046	186,598	191,263	196,044	200,945
<b>Net Revenue - Expenses</b>	<b>- 54,861</b>	<b>- 50,684</b>	<b>- 32,181</b>	<b>- 32,825</b>	<b>- 33,478</b>	<b>- 13,017</b>	<b>- 13,162</b>	<b>- 13,303</b>	<b>- 13,440</b>	<b>- 13,573</b>

Source: MCA modelling & analysis, February 2018



Source: MCA modelling & analysis February 2018



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Table 34. Indicative Financials – Wangaratta Aerodrome Operations: 10 Years

			Year									
			1	2	3	4	5	6	7	8	9	10
	2016/17	Average 4 Years	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>												
Total Existing Hobby Hangars (7 leases)	3,934	3,789	7,631	7,821	8,017	8,217	8,423	8,633	8,849	9,070	9,297	9,530
Total Aviation Related Leases (Current)	36,050	34,721	40,550	41,563	42,603	43,668	44,759	45,878	47,025	48,201	49,406	50,641
Expansion												
RDV Proposal												
New Commercial Hangar 1			18,671	19,137	19,616	20,106	20,609	21,124	21,652	22,193	22,748	23,317
New Commercial Hangar 2			18,671	19,137	19,616	20,106	20,609	21,124	21,652	22,193	22,748	23,317
Total			37,341	38,275	39,232	40,212	41,218	42,248	43,304	44,387	45,497	46,634
GAE1 Precinct Develop												
Total New Hobby Hangars (6)				5,400	5,535	5,673	5,815	5,961	6,110	6,262	6,419	6,579
New Commercial Hangar 3					19,616	20,106	20,609	21,124	21,652	22,193	22,748	23,317
New Commercial Hangar 4					-	-	-	21,124	21,652	22,193	22,748	23,317
Total New Commercial Hangars					19,616	20,106	20,609	42,248	43,304	44,387	45,497	46,634
Total GAE 1 Development			-	5,400	25,151	25,780	26,424	48,209	49,414	50,649	51,916	53,213
Total Expansion			37,341	43,675	64,382	65,992	67,642	90,457	92,718	95,036	97,412	99,847
Total Aviation Revenue			77,891	85,238	106,985	109,660	112,401	136,335	139,744	143,237	146,818	150,489
<b>Other Revenue</b>												
Total Other Leases (Current)	17,800	17,144	18,245	18,701	19,169	19,648	20,139	20,643	21,159	21,688	22,230	22,786
User Charges (events)	9,525	7,246	9,906	10,302	10,714	11,142	11,588	12,052	12,534	13,035	13,556	14,099
Total Other Revenue	27,325	24,390	28,151	29,003	29,882	30,790	31,727	32,694	33,692	34,723	35,786	36,884
Total All Revenue	63,375	59,110	106,041	114,241	136,867	140,450	144,128	169,029	173,436	177,960	182,604	187,373
<b>Operating Expenses</b>												
Employee Costs (Total-Wages & On costs)	13,678	38,126	50,909	52,181	53,486	54,823	56,194	57,598	59,038	60,514	62,027	63,576
Materials & Services (Total)	57,581	72,495	74,307	76,165	78,069	80,020	82,021	84,071	86,173	88,328	90,536	92,799
Materials & maintenance												
Total M&M	38,420	35,564	35,687	36,579	37,494	38,431	39,382	40,377	41,386	42,421	43,481	44,568
Total All Expenses	109,679	146,187	160,903	164,925	169,048	173,274	177,606	182,046	186,598	191,263	196,044	200,945
Operating Result												
Net Revenue - Expenses	-46,304	-87,076	-54,861	-50,684	-32,181	-32,825	-33,478	-13,017	-13,162	-13,303	-13,440	-13,573

Source: MCA modelling &amp; analysis February 2018

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## 5.5 Economic Impacts

### 5.5.1 Aviation Cluster

#### Commercial Hangars – Current Proposed Development

The operation of the aerodrome generates economic benefits to Wangaratta LGA through having a small aviation cluster of businesses servicing aircraft, events staged on the site, and the potential for a boost in visitors to the region through Air Combat Australia's operations and future charter flights.

In response to this identified demand Wangaratta Council is currently seeking funding from the Victoria Government for the construction of two new commercial hangars. This is to support the expansion of aviation businesses and attract aeronautical tourism companies to Wangaratta. Total project costs are \$827,000, with the Council contributing \$413,500 and a matching amount be sought from the State Government. The operation of the businesses housed in the new hangars is expected to generate an additional 13 full time equivalent jobs -this would take onsite jobs to around 30 (up from 17 currently).

The economic benefits arise from:

- Businesses activity on site, the direct jobs and the indirect/induced jobs generated in the region. This covers additional jobs through expansion of existing businesses and new businesses attracted
- Visitor spending related to events staged and customers for aeronautical tourism companies. This is based on overnight stays and day visitors.

The following show the likely impacts for the initial development of the Aerodrome with two additional **commercial hangars and the establishment of Air Combat Australia operations. The expansion would lead to a total of 34.5 FTE jobs** (30 direct on site jobs and another 4.5 jobs induced in the region) in 2019/20.

#### Commercial Hangars – Future Development – GAE1 Precinct

The development of the GAE1 Precinct as outlined in the master plan creates the opportunities for additional hobby hangars (to meet identified demand for 6-8 hangar places) and for additional commercial hangars.

- In the financial modelling the initial GAE1 development includes 6 hobby hangar leases from 2019/20 and 2 additional commercial hangars – 1 in 2020/21 and 1 in 2023/24.
- Based on additional aviation services being located in these commercial hangars, with each employing 5 persons, this would create an additional 10 direct on site jobs and 1.5 induced indirect jobs.

#### Future Employment – Aviation Cluster

Combining the current employment on site with the additional businesses attracted, direct employment in the aviation cluster could total 40 direct FTE jobs by 2023/24. This activity would generate 6 indirect/induced FTE jobs elsewhere in the region, for a total 46 FTE jobs.

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Table 35. Jobs at Wangaratta Aerodrome – Current and Future (no.)

Businesses at Wangaratta Aerodrome	FTE No.
<b>Current Jobs – Aviation Services</b>	
Direct On Site Jobs	17.0
Indirect/Induced Jobs	2.6
<b>Total Current Jobs</b>	<b>19.6</b>
<b>Initial Jobs – Aviation Services (2 additional hangars – RDV application )</b>	
Direct On Site Jobs	9.0
Indirect/Induced Jobs	1.4
<b>Total New Jobs</b>	<b>10.4</b>
<b>Total Existing &amp; New Jobs Aviation Services</b>	
Direct On Site Jobs	26.0
Indirect/Induced Jobs	3.9
<b>Total Jobs</b>	<b>29.9</b>
<b>Air Combat Australia</b>	
Direct On Site Jobs	4.0
Indirect/Induced Jobs	0.6
<b>Total Jobs</b>	<b>4.6</b>
<b>Total Future Jobs (2019/20)</b>	
Direct On Site Jobs	30.0
Indirect/Induced Jobs	4.5
<b>Total Jobs</b>	<b>34.5</b>
<b>GAE1 Precinct – Initial Development (2 commercial hangars) – 2023/24</b>	
Direct On Site Jobs	10.0
Indirect/Induced Jobs	1.5
<b>Total Jobs</b>	<b>11.5</b>
<b>Total Future Jobs (2023/24)</b>	
Direct On Site Jobs	40.0
Indirect/Induced Jobs	6.0
<b>Total Jobs</b>	<b>46.0</b>

Source: MCA analysis , February 2018

### 5.5.2 Visitors to the Region

The other impact is related to visitors to the region associated with Air Combat Australia flights and events staged at the Aerodrome (eg. Victorian Jet Aerosport Association).

These activities were modelled based on visitor/participant information from the two organisations and are estimated to generate a total of 4.1 FTE jobs in the region (mainly in accommodation and food service).

The attraction of other major aviation events would generate additional regional impacts.

Table 36. Economic Impact of Visitors – Jobs Generated in Tourism Sector

Economic Impact – Jobs Generated Tourism Sector	Total Jobs Annual
Direct Jobs FTE	3.6
Indirect/Induced Jobs FTE	0.5
<b>Total Jobs</b>	<b>4.1</b>

Source: MCA analysis , February 2018

In addition, the funding submission to Regional Development Victoria, identified the potential to develop an air show modelled on the Temora Air Show.<sup>48</sup> Temora attracts a total of 10,000 visitors over a 2 day period. If a Wangaratta event was established this would have an impact on the region through visitor spending (covering accommodation, meals and other spending).

48 Wangaratta Council Application to Regional Development Victoria (Regional Jobs and Investment Packages – Local Infrastructure Program), October 2018

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### 5.5.3 Construction Impacts - Initial Development

The development of the aerodrome and additional hangars will generate local jobs in construction. The following analysis covers: the proposed development of 2 new commercial hangars (RDV funding application); and initial development of the GAE1 Precinct (to 2023/24).

This construction activity would generate a total of 12.9 FTE jobs (10.9 direct and 2.0 indirect/induced).

**Table 37. Development of Aerodrome - Indicative Costs**

Developments	Total Cost \$
<b>Current Development</b>	
Commercial Hangars (2) developed 2018/19	\$827,000
<b>GAE1 Precinct - Initial Development (2019/20 -2023/24)</b>	
Aerodrome Infrastructure & Facilities	\$390,000
Hangars (2 commercial hangars & shared hobby hangar)	\$700,152
<b>Total GAE 1 Development</b>	<b>\$1,090,152</b>
<b>Total Development (2018/19 to 2023/24)</b>	<b>\$1,917,152</b>

Source: Masterplan 2017 and MCA analysis February 2018

**Table 38. Jobs Generated by Construction**

Construction Phase Jobs			
Aerodrome Development (2018/19 to 2023/24)	Direct Jobs FTE	Indirect/Induced Jobs FTE	Total Jobs FTE
Construction Jobs On site (LGA & Region)	9.0	1.6	10.6
Materials Jobs (State-wide)	1.9	0.3	2.2
<b>Total Jobs - Construction Phase</b>	<b>10.9</b>	<b>2.0</b>	<b>12.9</b>

Source: MCA modelling and analysis February 2018

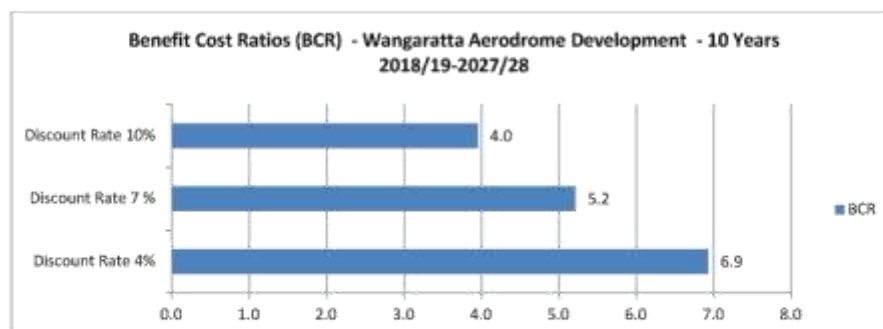
### 5.5.4 Benefit Cost Analysis

The following benefit cost analysis is indicative only. A full benefit cost analysis would need to be prepared for each specific proposed investment or funding proposal.

The benefits generated from an investment are the increase in regional income (direct and induced) generated by the increase in activity and employment. This income comprises income to employees (wages) and business income (profits). The following analysis is based on estimates of the increase in regional income associated with additional employees and the growth in businesses operating at the aerodrome covers the 10 year period 2018/19 to 2027/28. Over this 10 year period regional income would be \$29.5 million higher due to the expansion of the aerodrome.

Costs are those associated with development of the aerodrome, and cover the new commercial hangars and expansion associated with the GAE1 Precinct development.

Based on the modelling and estimates the expansion of the airport would yield positive Benefit Cost Ratios (BCRs) for various discount rates. For a discount rate of 7% the BCR is 5.2 and 4.0 for a 10% discount rate.



Source: MCA modelling and analysis February 2018

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Table 39. Benefit Cost Analysis Wangaratta Aerodrome Expansion – 10 Years

Wangaratta Aerodrome Expansion 10 Years : 2018/19 to 2027/28.	Discount Rate 4%	Discount Rate 7%	Discount Rate 10%	
<b>Costs</b>				
Capital Costs <2018 prices (\$)	1,917,152	1,917,152	1,917,152	Development cost estimates from Table 37. Covers infrastructure costs and costs of constructing hangars.
Costs - Asset Maintenance (10 y ears)	958,576	958,576	958,576	Asset maintenance at 5% of capital cost per year (\$95,858) – total for 10 years
<b>Total Costs</b>	<b>2,875,728</b>	<b>2,875,728</b>	<b>2,875,728</b>	
<b>Benefits (total 10 Years)</b>				
<b>Increase in regional income (10 years)</b>				
Employee Income (\$)	17,801,596	17,801,596	17,801,596	Increase in wages of additional employees in on-site jobs and indirect/induced jobs. Total for 10 years.
Business Profits (\$)	11,700,000	11,700,000	11,700,000	Estimate of increase in gross profit of new businesses locating at aerodrome. Total for 10 years.
<b>Total Benefits (\$)</b>	<b>29,501,596</b>	<b>29,501,596</b>	<b>29,501,596</b>	
<b>Total Benefits (\$) Present Value</b>	<b>19,930,221</b>	<b>14,997,115</b>	<b>11,374,142</b>	
<b>Net Present Value (\$)</b>	<b>17,054,493</b>	<b>12,121,387</b>	<b>8,498,414</b>	
<b>Benefits &amp; Cost</b>				
Benefit Cost Ratio (BCR)	<b>6.93</b>	<b>5.22</b>	<b>3.96</b>	

Source: MCA modelling and analysis February 2018



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Victoria's High Country Destination Management Plan 2013–2023, Prepared by Tourism North East Updated March 2016  
Wangaratta Council Application to Regional Development Victoria (Regional Jobs and Investment Packages – Local Infrastructure Program), October 2018  
Wangaratta Freight and Land Use Study, Final Report AECOM July 2016



Feb 12 2018

## Appendix A: Industries and Businesses

### Wangaratta Regional City LGA



Source: ABS Regional Data (Wangaratta RC LGA)

### Wangaratta Statistical Area 2 (SA2)



The following tables show the total number of businesses in all industry sectors. In 2015 there were a total of 3050 businesses in Wangaratta LGA, of which over half (1628) were located in the Wangaratta city area and adjacent areas (SA2).

Table 1. Number of Businesses – Wangaratta LGA 2011-2015

Industry Sector	2011	2012	2013	2014	2015
Agriculture, forestry and fishing	942	932	932	930	908
Mining	3	4	3	3	3
Manufacturing	144	142	129	123	122
Electricity, gas, water and waste services	9	9	8	9	11
Construction	458	461	453	448	465
Wholesale trade	84	79	72	69	73
Retail trade	199	211	206	197	185
Accommodation and food services	125	125	122	120	118
Transport, postal and warehousing	162	153	151	158	154
Information media and telecommunications	9	10	9	9	11
Financial and insurance services	148	152	154	153	157
Rental, hiring and real estate services	215	214	219	219	228
Professional, scientific and technical services	184	187	186	179	179
Administrative and support services	65	68	69	69	70
Public administration and safety	5	4	4	3	3
Education and training	32	34	30	31	34
Health care and social assistance	126	128	130	132	138
Arts and recreation services	38	37	36	31	32
Other services	127	125	126	134	132
Currently unknown	29	37	36	31	27
<b>Total</b>	<b>3104</b>	<b>3112</b>	<b>3075</b>	<b>3048</b>	<b>3050</b>

Source: ABS Regional Statistics by LGA, 2011-2016, Wangaratta RC LGA

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**Table 2. Number of Businesses – Wangaratta Statistical Area 2 (SA2) 2011-2015**

Number of Businesses – Wangaratta (SA2)					
Industry Sector	2011	2012	2013	2014	2015
Agriculture, forestry and fishing	204	198	191	192	174
Mining	0	0	0	0	0
Manufacturing	79	81	71	63	59
Electricity, gas, water and waste services	6	6	5	5	7
Construction	284	288	281	274	290
Wholesale trade	60	58	51	46	51
Retail trade	162	174	169	164	156
Accommodation and food services	83	82	81	76	72
Transport, postal and warehousing	86	80	85	88	88
Information media and telecommunications	7	7	6	6	8
Financial and insurance services	114	117	120	115	119
Rental, hiring and real estate services	172	175	172	169	174
Professional, scientific and technical services	122	125	121	113	113
Administrative and support services	47	49	50	49	48
Public administration and safety	4	3	3	3	3
Education and training	23	21	20	21	20
Health care and social assistance	112	113	114	115	122
Arts and recreation services	22	22	22	19	19
Other services	95	93	94	98	97
Currently unknown	12	12	15	12	8
<b>Total</b>	<b>1694</b>	<b>1704</b>	<b>1671</b>	<b>1628</b>	<b>1628</b>

Source: ABS Regional Statistics by LGA, 2011-2016 Wangaratta Statistical Area 2 (SA2)

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## Appendix B: Freight Intensive Industries

### B.1 Number of Businesses

The freight intensive industries in Wangaratta and the number of businesses in each are summarised in the table below. These are for Wangaratta LGA in total, and for a smaller area (Wangaratta Statistical Area 2 – SA2) that covers Wangaratta City and adjacent areas.

In 2015 there were a total of 1442 businesses in those sectors that are intensive users of freight services in the LGA, with 528 businesses in the Wangaratta city area and adjacent areas (SA2). These sectors are agriculture and forestry; manufacturing, wholesaling, retail and transport, postal and warehousing.

**Table 40. Number of Businesses - Freight Intensive Sectors 2011-2015 – Wangaratta LGA & SA2**

Freight Intensive Sectors	2011	2012	2013	2014	2015
<b>Wangaratta LGA</b>					
Agriculture, forestry and fishing	942	932	932	930	908
Manufacturing	144	142	129	123	122
Wholesale trade	84	79	72	69	73
Retail trade	199	211	206	197	185
Transport, postal and warehousing	162	153	151	158	154
<b>Total</b>	<b>1531</b>	<b>1517</b>	<b>1490</b>	<b>1477</b>	<b>1442</b>
<b>Wangaratta Statistical Area 2 (SA2)</b>					
Agriculture, forestry and fishing	204	198	191	192	174
Manufacturing	79	81	71	63	59
Wholesale trade	60	58	51	46	51
Retail trade	162	174	169	164	156
Transport, postal and warehousing	86	80	85	88	88
<b>Total</b>	<b>591</b>	<b>591</b>	<b>567</b>	<b>553</b>	<b>528</b>

Source: ABS Regional Statistics by LGA, 2011-2016, Wangaratta RC LGA & Wangaratta Statistical Area 2 (SA2)

### B.2 Industry Characteristics

Some data is available on industries in Wangaratta LGA covering output, regional exports/imports and employment.<sup>49</sup>

- The value of the output of the freight intensive industries was \$1.4 billion, with the major sectors being: manufacturing (\$838.8 million); agriculture (\$211.6 million) and wholesale trade (\$117.7 million); and retail (\$145.3 million).
- Exports out of the region by manufacturers were \$576.1 million and the value of imports (materials/components) was \$454.6 million.
- Exports out of the region by agriculture were \$126.2 million and the value of imports (materials/equipment etc.) was \$52.6 million.
- Exports out of the region by wholesalers were \$28.9 million and the value of imports (materials/equipment/products etc.) was \$26.8 million.

**Table 41. Value of Output – Freight Intensive Industries – Wangaratta LGA 2015**

Freight Intensive Sectors	Output \$m
Agriculture, Forestry & Fishing	\$211.590
Manufacturing	\$838.850
Wholesale Trade	\$117.743
Transport, Postal & Warehousing	\$97.994
Retail	\$145.298
<b>Total Freight Intensive Industries</b>	<b>\$1,411.48</b>

Source: Remplan Economy Profile 2015 <http://www.economyprofile.com.au/humeregion/industries/>

49: Remplan Economy Profile 2015 <http://www.economyprofile.com.au/humeregion/industries/>

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**Table 42. Value of Regional Exports & Imports – Freight Intensive Industries – Wangaratta LGA 2015**

Freight Intensive Sectors	\$ m	
	Regional Exports	Regional Imports
Agriculture, Forestry & Fishing	\$126.169	\$52.595
Manufacturing	\$576.111	\$454.577
Wholesale Trade	\$28.877	\$26.784
Transport, Postal & Warehousing	\$20.947	\$21.482
Retail	\$9.356	\$20.901
<b>Total Freight Intensive Industries</b>	<b>\$761.460</b>	<b>\$576.340</b>

Source: Remplan Economy Profile 2015 <http://www.economyprofile.com.au/humeregion/industries/>**Table 43. Value of Output – All Industries - Wangaratta LGA 2015**

Industry	Hume Region		Wangaratta LGA	
	\$ million	%	\$ million	%
Agriculture, Forestry & Fishing	\$2,207.235	7.6%	\$211.595	6.8%
Mining	\$88.793	0.3%	\$2.810	0.1%
Manufacturing	\$9,836.474	29.0%	\$838.350	27.1%
Electricity, Gas, Water & Waste Services	\$808.335	3.0%	\$19.659	0.6%
Construction	\$2,934.428	9.8%	\$248.023	8.0%
Wholesale Trade	\$1,077.770	3.5%	\$117.743	3.8%
Retail Trade	\$1,263.227	4.2%	\$145.298	4.7%
Accommodation & Food Services	\$1,060.669	3.6%	\$112.960	3.6%
Transport, Postal & Warehousing	\$1,130.224	3.7%	\$97.994	3.2%
Information Media & Telecommunications	\$413.025	1.4%	\$70.530	2.3%
Financial & Insurance Services	\$897.105	2.9%	\$124.731	4.0%
Rental, Hiring & Real Estate Services	\$2,948.494	9.7%	\$314.974	10.2%
Professional, Scientific & Technical Services	\$906.442	3.0%	\$103.916	3.4%
Administrative & Support Services	\$541.158	1.8%	\$103.465	3.3%
Public Administration & Safety	\$1,848.841	6.1%	\$152.847	4.9%
Education & Training	\$1,024.025	3.4%	\$107.393	3.5%
Health Care & Social Assistance	\$1,544.384	5.1%	\$245.940	7.9%
Arts & Recreation Services	\$193.856	0.6%	\$22.561	0.7%
Other Services	\$471.263	1.5%	\$57.309	1.8%
<b>Total</b>	<b>\$30,423.747</b>	<b>100.0%</b>	<b>\$3,096.787</b>	<b>100.0%</b>

Source: Remplan Economy Profile <http://www.economyprofile.com.au/humeregion/industries/output>

Another indicator of the size and scale of freight intensive sectors is employment .

- In 2016 there were a total of 4183 jobs in these sectors – 1178 in manufacturing; 914 in agriculture, 467 in transport and warehousing, 254 in wholesale trade and 1370 in retail.
- Within manufacturing, the major industries are food production 209, beverages (mainly wine) 256, textiles 187 , wood products 208. There were also jobs spread across the metals fabrication , engineer and equipment sectors.

**Table 44. Employment in Freight Intensive Industries – Wangaratta RC LGA 2016 (Jobs no.)**

Sector	Jobs
Agriculture, forestry and fishing	914
Manufacturing	1178
Wholesale trade	254
Transport, postal and warehousing	467
Retail	1370
<b>Total Freight Intensive Sectors</b>	<b>4183</b>

Source: ABS Census 2011 – Working Population Profile (Latest available job data)

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**Table 45. Employment in Freight Intensive Industries – Wangaratta RC LGA 2016 (Jobs no.)**

Industry	Males	Females	Persons
<b>Agriculture, forestry and fishing</b>			
Agriculture, forestry and fishing, nfd	7	3	13
Agriculture	582	272	848
Aquaculture	0	0	0
Forestry and logging	18	3	17
Fishing, hunting and trapping	3	0	5
Agriculture, forestry and fishing support services	19	14	33
<b>Total</b>	<b>625</b>	<b>287</b>	<b>914</b>
<b>Manufacturing</b>			
Manufacturing, nfd	66	6	70
Food product manufacturing	118	94	209
Beverage and tobacco product manufacturing	164	88	256
Textile, leather, clothing and footwear manufacturing	128	56	187
Wood product manufacturing	188	16	208
Printing (including the reproduction of recorded media)	7	8	12
Basic chemical and chemical product manufacturing	15	3	18
Polymer product and rubber product manufacturing	3	3	3
Non-metallic mineral product manufacturing	28	9	33
Primary metal and metal product manufacturing	31	4	35
Fabricated metal product manufacturing	41	7	50
Transport equipment manufacturing	27	8	36
Machinery and equipment manufacturing	45	3	44
Furniture and other manufacturing	16	4	25
<b>Total</b>	<b>875</b>	<b>304</b>	<b>1,178</b>
<b>Wholesale trade</b>			
Wholesale trade, nfd	0	3	4
Basic material wholesaling	76	15	88
Machinery and equipment wholesaling	28	4	31
Motor vehicle and motor vehicle parts wholesaling	22	5	25
Grocery, liquor and tobacco product wholesaling	32	20	54
Other goods wholesaling	26	22	47
Commission-based wholesaling	4	0	10
<b>Total</b>	<b>193</b>	<b>67</b>	<b>254</b>
<b>Transport, postal and warehousing</b>			
Transport, postal and warehousing, nfd	20	3	26
Road transport	200	41	237
Rail transport	14	5	19
Water transport	0	0	0
Air and space transport	0	0	0
Other transport	0	0	0
Postal and courier pick-up and delivery services	65	37	101
Transport support services	16	11	27
Warehousing and storage services	42	16	55
<b>Total</b>	<b>363</b>	<b>106</b>	<b>467</b>
<b>Retail</b>			
Retail trade, nfd	20	24	42
Motor vehicle and motor vehicle parts retailing	121	29	156
Fuel retailing	26	28	56
Food retailing	173	244	417
Other store-based retailing	242	456	696
<b>Total</b>	<b>582</b>	<b>784</b>	<b>1,370</b>
<b>Total Freight Intensive Sectors</b>			
<b>Total</b>	<b>2,638</b>	<b>1,548</b>	<b>4,183</b>

Source: ABS Census 2011 –Working Population Profile

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## Disclaimer

### Disclaimer

This report is for the use only of the party to whom it is addressed and for the specific purposes to which it refers. We disclaim any responsibility to any third party acting upon or using the whole or part of the report and its contents.

This report (including appendices) is based on estimates, assumptions and information sourced and referenced by MCA < Michael Connell & Assocs.>. These estimates, assumptions and projections are provided as a basis for the reader's interpretation and analysis. In the case of projections, they are not presented as results that will actually be achieved.

The report has been prepared on the basis of information available at the time of writing. While all possible care has been taken by the authors in preparing the report, no responsibility can be undertaken for errors or inaccuracies that may be in the data used.





# Historical Geotechnical Report

Appendix E

ref: ML18431 - Wangaratta Airport Infrastructure Development Plan Rev B/CF/SO



**A REPORT ON  
THE SOIL INVESTIGATION  
AND PAVEMENT DESIGN FOR  
WANGARATTA AERODROME  
PAVEMENT  
BRIAN HIGGINS DRIVE  
LACEBY**

**Report N<sup>o</sup>: 4180161-1**

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- CLIENT** : Rural City of Wangaratta  
62-68 Ovens Street  
WANGARATTA VIC 3676
- AUTHORISED BY** : Mr Bernard Dowsley
- PROJECT** : Wangaratta Aerodrome Pavement  
Brian Higgins Drive  
LACEBY
- COMMISSION** : Carry out appropriate insitu soil tests and observations at one location as shown on the attached plan (Appendix A).
- Recommend a pavement composition for the access road in accordance with the method outlined in AUSTROADS (2012): 'Guide to Pavement Technology Part 2: Pavement Structural Design' using the indicative traffic loading provided in the above design guide.

## **1 INTRODUCTION:**

### **1.1 Aim**

This report discusses the field investigation carried out on 25 May 2018 and the subsequent laboratory tests for the proposed construction of access road pavement.

The report closes with a recommendation for the pavement composition and any other treatment that may be appropriate for the construction process based on the field and laboratory data.

### **1.2 Statement of Expected Pavement Performance**

The pavements recommended in this report have been designed using state of the art technology in pavement design. The essential part of the design is to ensure that each layer within the pavement is compatible - in terms of characteristics and strength - with those of the adjacent layers, so that the overall pavement performance criteria can be met. The pavements recommended in this report may not meet specific standardisation requirements of some local authorities and therefore such standard pavements may not be applicable for the project reported on herein.

It is expected that the subgrade will exhibit a characteristic deflection - that is a rebound deflection of the mean plus 1.5 times the standard deviation - of up to 4mm on completion of preparation as detailed. It is also expected that prior to asphaltting the base course will have similar deflections of up to 2mm after preparation.

The pavement has been designed for a theoretical life of 20 years based on the traffic loadings nominated. At the end of its life, a pavement is expected to have deviations (ruts) and surface cracking (crazing).

**2 SOURCE OF INFORMATION:**

- 2.1 Civiltest Pty Ltd - Field and Laboratory data collected and recorded.
- 2.2 AUSTROADS (2012): 'Guide to Pavement Technology Part 2: Pavement Structural Design'
- 2.3 VICROADS - Code of Practice RC 500.22 "Selection and Design of Pavements and Surfacing".

**3 INVESTIGATION:****3.1 Field Work**

The field work was carried out on 25 May 2018 by mechanically augering a test bore at the approximate location as shown on the attached plan (Appendix A).

California Bearing Ratio (CBR) values were obtained from the bore site using a 9kg Dynamic Cone. Insitu moisture contents were also obtained throughout the bore to assist in the assessment of the CBR values.

Insitu moisture contents were determined on the bulk samples.

All the field data is presented on the log of boring (Appendix B).

**3.2 Laboratory Work**

A representative subgrade sample of the predominant subgrade material type was remoulded in a CBR mould using standard compactive effort at approximately the optimum moisture content. The sample was then soaked for four days under a 4.5kg surcharge before being tested to determine the laboratory soaked CBR value.

Classification tests (Plasticity Index and Sieve Analysis) were carried out on the predominant subgrade material type to assess the reactivity and the drainage characteristics for the site.

All the laboratory data is attached (Appendix C).



#### 4 FINDINGS:

##### 4.1 Field Work

The test bore revealed that the soil profile consists of clayey/silty SAND underlain by sandy CLAY followed by clayey SAND.

The insitu CBR values - determined using a 9kg dynamic cone - of the subgrade material ranged from 12.0% to 22.0% at insitu moisture contents of 5.0% and 7.6% respectively. There was no correlation between the insitu moisture contents and CBR values in the field at this site.

##### 4.2 Laboratory Work

The results of the laboratory tests are set out in the table below:

Bore Hole No.	Material Description	Sample No.	CBR %	Density t/m <sup>3</sup>	Moisture %	Reactivity	PI %	%Pass 0.075mm	Swell %
1	Sandy CLAY	184-701A	7	1.83	12.5	High	5	59	2.5

#### 5 DESIGN SUBGRADE VALUE AND SUBGRADE DELINEATION:

After reviewing the soil profiles in the field and the laboratory test results, it was considered that a subgrade design CBR value of 7.0% should be adopted for sandy CLAY subgrade materials for the pavements in this project.

#### 6 TRAFFIC LOADINGS:

In the absence of site specific traffic data, the following traffic loading has been obtained from Table 12.2 of AGPT02 AUSTROADS (2012) 'Guide to Pavement Technology Part 2: Pavement Structural Design'. A maximum design loading of  $8 \times 10^4$  Equivalent Standard Axles (ESA) has been adopted. The receiver of the report should check if the assumption made in regards to the design traffic loading is correct. Civiltest Pty Ltd should be contacted if the design traffic loading differs, so that a review of the recommendations can be made.

**7 DISCUSSION:**

It has been established that the subgrade design CBR value is 7.0% and the design traffic loading is  $8 \times 10^4$  ESA. Therefore, for a 95% reliability level in pavement performance, the overall pavement depth should be 250mm.

Due to the highly expansive nature of the subgrade soils, a minimum cover over the subgrade has been recommended based on VicRoads Code of Practice RC500.22.

For expansive subgrade soils, it is recommended that a minimum capping layer of 150mm of lower subbase quality material, in-situ stabilised material, or Type A capping layer material should be placed and compacted over the subgrade prior to the construction of the pavement. The capping layer should extend for a distance of  $\geq 1.5$  metre behind the back of kerb and channel or the edge of pavement if there is no kerb or channel.

It is likely that the subgrade material at the time of construction will have CBR values at or just below the design value. This will not cause any premature failure in the pavement system as the CBR values will gradually reach equilibrium but at a faster rate than the increase in traffic loadings. A lower CBR value at the time of construction will cause difficulties in the construction process, particularly when compacting the crushed rock layers to the required density.

In this case, by mixing the subgrade material with Calcium Oxide (Lime) and a small amount of cement, an amelioration of the material will occur by increasing the plastic limit of the CLAY subgrade material and consequently the CBR value will increase at the same moisture content.

## 8 RECOMMENDATIONS:

### 8.1 Flexible Pavements

		Depth 00mm
WEARING COURSE (30mm thick)	Asphalt Type N 10mm Stone C320 Binder	30mm
PRIMER (if not subject to traffic) otherwise 7mm size primer seal		
BASE (100mm thick)	Class 2 Fine Crushed Rock Compacted to not less than 98% of AS 1289, 5.2.1 (Modified Compaction)	130mm
SUBBASE (140mm thick)	Class 3 Crushed Rock or Soft Ripped Rock Compacted to not less than 95% of AS 1289, 5.2.1 (Modified Compaction)	270mm
CAPPING LAYER (150mm thick)	Type A Capping Layer Material compacted to not less than 95% of AS1289 5.1.1 (Standard Compaction) or Class 4 Crushed Rock or Soft Ripped Rock compacted to not less than 98% of AS 1289 5.1.1 (Standard Compaction). Material to have swell $\leq 1.5\%$ and assigned CBR $\geq 6.0\%$ .	420mm
SUBGRADE	Material as found Compacted to 95% of AS 1289 5.1.1 (Standard Compaction) at a moisture content between 90% and 120% of Optimum Moisture Content for a depth of 150mm	

The pavements recommended above are based on the pavement design guides mentioned at the front of this report. The thickness of asphalt nominated may not be what is preferred by the local authority, but the local authority preferred depth of asphalt may not fit well with the appropriate design guide for this project.

It should be noted that more asphalt does not necessarily make a better pavement. Therefore if a greater depth of asphalt is required by the local authority for the pavement then the overall pavement depth can remain the same but the subbase layer can be reduced by the extra asphalt thickness over and above that recommended.

**8. RECOMMENDATIONS (CONT.):**

The soft rock recommended in the above pavements should have the physical properties as set out below:

Plasticity Index of not more than 15.

California Bearing Ratio after compaction on the road bed, not less than 15.

The product of the percentage passing 0.425mm and the plasticity index should not be greater than 600.

The grading after compaction on the road bed (i.e. soft ripped rock and/or Class 4 crushed rock) should be within the following limits:

Sieve Size mm	75	4.75	0.075
Percentage Passing %	100	40-60	20-40

The pavements in this report will be difficult to construct if the insitu subgrade CBR value at the time of compacting the crushed rock layers is any less than that set out below, even though it is anticipated that after construction the untreated subgrade material will have a CBR value of 7.0% in the upper 100.

Depth Below Subgrade Level	00 - 100 mm	100-200 mm	200-400 mm	400-600 mm
Insitu CBR Value (%)	8.0	7.5	7.0	6.0

For the purposes of determining spread rates, calcium oxide can be taken to be DME Quicklime, cement to be ordinary Portland Cement and the insitu material to have a density of 1.60t/m<sup>3</sup>.

The above recommendations have been made based on (1) the field investigations for the project, (2) the laboratory work detailed within this report, (3) information received from Rural City of Wangaratta and (4) information from the references mentioned in Section 2. SOURCE OF INFORMATION. Therefore if it is found that during construction, conditions differ widely to those described in this report or information received is found to be incorrect, then the recommendations made in this report may need to be amended.

The recommendations given in this report have been based largely on the soil conditions encountered at the time of the field investigation. Under inclement weather or prolonged wet weather conditions, the soil conditions noted and reported in this report could vary. It is advisable to undertake construction during and following good weather conditions - i.e., dry weather conditions - not during or following inclement weather or prolonged wet weather conditions.

It is also assumed that the pavements will be using established sound engineering practices by a contractor experienced in this field of work using purpose built equipment.



**ZHAN TANG (Mr)**  
**GEOTECHNICAL ENGINEER**  
**CIVILTEST PTY LTD**

**REF:** JT/JK/ZT/km

27 June 2018

# APPENDIX A

## SITE PLAN



**LOCATION OF TEST SITE**  
**WANGARATTA AERODROME PAVEMENT,**  
**BRIAN HIGGINS DRIVE LACEBY**



 Denotes Test Hole

**NOT TO SCALE**

THIS SKETCH IS NOT INTENDED TO BE AN  
 ACCURATE DEPICTION OF THE NUMBER, SIZE  
 OR LOCATION OF TREES AND/OR SHRUBS

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## **APPENDIX B**

### **LOG OF BORING**

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# **APPENDIX C**

## **ENGINEERING DATA**

## Material Test Report

**Report Number:** 4180161-2  
**Issue Number:** 1  
**Date Issued:** 07/06/2018  
**Client:** Rural City Of Wangaratta  
 62-68 Ovens Street, Wangaratta Vic 3676  
**Contact:** Bernard Dowsley  
**Project Number:** 4180161  
**Project Name:** Wangaratta Aerodrome - Pavement  
**Project Location:** Laceby  
**Work Request:** 701  
**Sample Number:** 184-701A  
**Date Sampled:** 25/05/2018  
**Sampling Method:** AS1289 1.2.1 6.5.3 - Power auger drilling  
**Sample Location:** BH 1 (0.2m - 1.0m)



Civiltest Pty Ltd  
 Wodonga Laboratory  
 2/45 Hovell Street Wodonga Vic 3690  
 Phone: 02 6024 4343  
 Email: troy@civilttest.com.au

Accredited for compliance with ISO/IEC 17025 - Testing



*Troy Purcell*

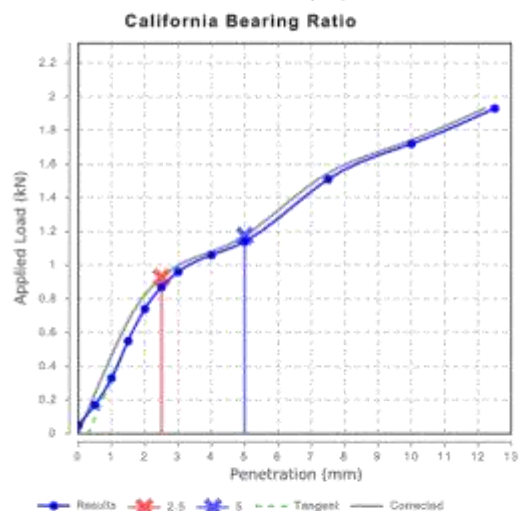
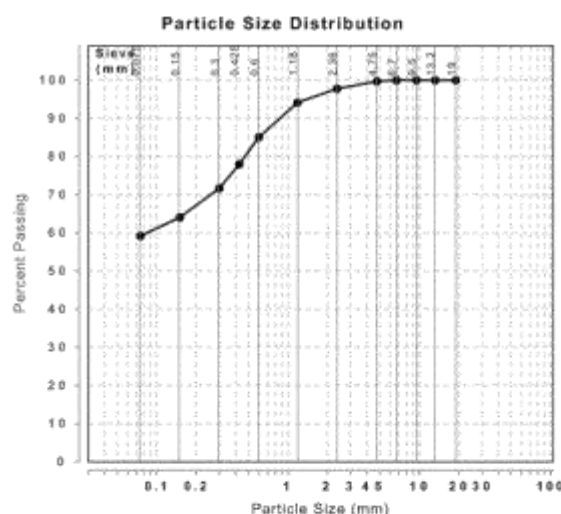
Approved Signatory: Troy Purcell  
 Laboratory Manager  
 NATA Accredited Laboratory Number: 19977

Particle Distribution (AS1289 3.6.1)				
Sieve	Passed %	Passing Limits	Retained %	Retained Limits
19 mm	100		0	
13.2 mm	100		0	
9.5 mm	100		0	
6.7 mm	100		0	
4.75 mm	100		0	
2.36 mm	98		2	
1.18 mm	94		4	
0.6 mm	85		9	
0.425 mm	78		7	
0.3 mm	72		6	
0.15 mm	64		8	
0.075 mm	59		5	

Atterberg Limit (AS1289 3.1.2 & 3.2.1 & 3.3.1)			
	Min	Max	
Sample History	Air Dried		
Preparation Method	Dry Sieve		
Liquid Limit (%)	21		
Plastic Limit (%)	16		
Plasticity Index (%)	5		

Linear Shrinkage (AS1289 3.4.1)			
	Min	Max	
Linear Shrinkage (%)	2.5		
Cracking Crumbling Curling	Cracking		

California Bearing Ratio (AS 1289 6.1.1 & 2.1.1)			
	Min	Max	
CBR taken at	2.5 mm		
CBR %	7		
Method of Compactive Effort	Standard		
Method used to Determine MDD	AS 1289 5.1.1 & 2.1.1		
Maximum Dry Density (t/m <sup>3</sup> )	1.83		
Optimum Moisture Content (%)	12.5		
Laboratory Density Ratio (%)	98.5		
Laboratory Moisture Ratio (%)	98.5		
Dry Density after Soaking (t/m <sup>3</sup> )	1.76		
Field Moisture Content (%)	13.0		
Moisture Content at Placement (%)	12.4		
Moisture Content Top 30mm (%)	17.1		
Moisture Content Rest of Sample (%)	15.9		
Mass Surcharge (kg)	4.5		
Soaking Period (days)	4		
Swell (%)	2.5		
Oversize Material (mm)	19		
Oversize Material Included	Excluded		
Oversize Material (%)	0.0		



## Material Test Report

**Report Number:** 4180161-2  
**Issue Number:** 1  
**Date Issued:** 07/06/2018  
**Client:** Rural City Of Wangaratta  
 62-68 Ovens Street , Wangaratta Vic 3676  
**Contact:** Bernard Dowsley  
**Project Number:** 4180161  
**Project Name:** Wangaratta Aerodrome - Pavement  
**Project Location:** Laceby  
**Work Request:** 701



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 Wodonga Laboratory  
 2/45 Hovell Street Wodonga Vic 3690  
 Phone: 02 6024 4343  
 Email: troy@civitest.com.au

Accredited for compliance with ISO/IEC 17025 - Testing



*Troy Purcell*

Approved Signatory: Troy Purcell  
 Laboratory Manager  
 NATA Accredited Laboratory Number: 19977

Moisture Content AS 1289 2.1.1			
Sample Number	Sample Location	Moisture Content	Material
184-701B	BH 1 (0.5m)	5.0 %	**
184-701C	BH 1 (1.0m)	7.6 %	**





Wangaratta Airport Infrastructure Development Plan  
(Supplement to the Wangaratta Aerodrome Master Plan  
2017)

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**pitt&sherry**

**Wangaratta Airport Infrastructure  
Development Plan**

**(Supplement to the Wangaratta  
Aerodrome Master Plan 2017)**

ML18431

Prepared for  
**Rural City of Wangaratta**

Client representative  
**Celeste Brockwell**

Date  
**22 May 2019**

Rev B





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- Appendix B** — Indicative Budget Cost Estimates
- Appendix C** — Concept Drawing Development (History)
- Appendix D** — Wangaratta Airport Master Plan
- Appendix E** — Historical Geotechnical Report

Prepared by — Cam Flack		Date — 22.05.2019
Reviewed by — Simon Oakley		Date — 22.05.2019
Authorised by — Matt Hyatt		Date — 22.05.2019

Revision History					
Rev No.	Description	Prepared by	Reviewed by	Authorised by	Date
A	Preliminary Issue	C.Flack	S.Oakley	M.Hyatt	23.04.19
B	Preliminary Issue	C.Flack	S.Oakley	M.Hyatt	22.05.19

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# 1. Introduction

## 1.1 Background

The Rural City of Wangaratta (RCoW) owns and operates Wangaratta Airport which currently serves General Aviation (GA) aircraft, emergency services aircraft and occasional visiting Royal Australian Air Force (RAAF) aircraft. Wangaratta Airport is located adjacent to the Hume Highway and is located approximately 4km south of the town centre.

The 18/36 Runway is sealed and 1,640m long and 30m wide. The 09/27 Runway is unsealed and 530m long and 18m wide, and is suitable for turbo-prop aircraft only. The existing 18/36 Runway is rated as Pavement Classification Number (PCN) 12 and has two sealed connecting taxiways to the Regular Public Transport (RPT) Apron and GA Apron. The existing 09/27 Runway is not rated in terms of pavement strength.

As Wangaratta Airport has been identified as critical infrastructure for the region, it is now necessary to assess the technical requirements for upgrading the airports infrastructure and facilities so that the airport can continue to support existing and future business operations, as well as emergency services.

The RCoW are therefore currently planning the future development of Wangaratta Airport, including all existing infrastructure and airside facilities in a manner that satisfies the strategic, operational and functional needs of the airport, based on the long term planning horizon, as detailed in the 'Wangaratta Aerodrome Master Plan 2017' (*To70 in association with Michael Connell & Associates and Kneebush Planning dated August 2018*).

pitt&sherry was engaged by the RCoW to undertake the Wangaratta Airport Infrastructure Development Plan as a supplement to the Master Plan, which has essentially taken the general concepts of the Master Plan and technically details how the existing infrastructure and airside facilities at Wangaratta Airport may be rationally upgraded based on sound airport engineering practices and the current rules and regulations applicable to airports, with consideration of likely future rules and regulations which may impact Wangaratta Airport in the short to medium term.

The Wangaratta Airport Infrastructure Development Plan should therefore be read in conjunction with the Wangaratta Aerodrome Master Plan 2017.

## 1.2 Scope

The scope of the Wangaratta Airport Infrastructure Development Plan includes:

- Consideration of the existing Wangaratta Airport site in terms of aircraft operational requirements, functionality and potential future development;
- Undertaking a desk top study relating to the planning and technical requirements for the future infrastructure and airside facilities at Wangaratta Airport, which includes:
  - Preliminary demolition and site remediation requirements (based on existing RCoW records, environmental records/assessments and geotechnical investigations);
  - Preliminary utility (water, sewer, electrical and communication) service upgrade requirements based on existing service location and capacity information (from existing RCoW records and as built information); and
  - Preliminary airside pavement design to cater for the range of aircraft travelling from other Australian interstate locations (as identified in the current Master Plan – refer to **Appendix D**) to Wangaratta Airport (based on geotechnical data/information provided by RCoW relevant to the site).
- Provide RCoW with concept drawings illustrating the general layout and proposed staging for the future infrastructure and airside facility upgrades;
- Provide RCoW with Indicative Budget Cost Estimates (to a level of accuracy of +/- 30%) for the identified stages





of infrastructure and airside facility development;

- Procurement model assessment for the proposed upgrade works; and
- Preliminary design, tender and construction timelines for the proposed upgrade works.

The list of items below were specifically excluded in the development of this Wangaratta Airport Infrastructure Development Plan as they were deemed not necessary to fulfil the specific scope work of the commission, based on the assumption that a detailed design phase would follow after RCoW's acceptance of the Wangaratta Airport Infrastructure Development Plan:

- Detailed site investigations such as feature and level surveys, geotechnical investigations, drainage and flood investigations and assessments, environmental investigations and assessments;
- Detailed design services;
- Detailed consideration of other planning and proposed infrastructure development outside the airport boundary;
- Detailed assessment of aircraft traffic assessments and forecasting;
- Any additional CASA, statutory, regulatory, planning or environmental requirements not associated with the Wangaratta Airport Infrastructure Development Plan;
- Airport operational aspects (unless specifically stated);
- Navigational Aids (unless specifically stated);
- Detailed Stage construction planning and works staging based on consultation with stakeholders and their operational restrictions; and
- Project risk assessments.

### 1.3 Limitations

pitt&sherry have prepared the Wangaratta Airport Infrastructure Development Plan for the RCoW and it is therefore solely for their use.

pitt&sherry does not accept any legal liability or responsibility for the use of the Wangaratta Airport Infrastructure Development Plan other than that which is stated above and herein

In particular, the following specific limitations of this Wangaratta Airport Infrastructure Development Plan are to be noted:

- Comments, conclusions and recommendations are provided strictly on the basis that pitt&sherry takes no responsibility and disclaims all liability whatsoever (including pursuant to the law of Tort or otherwise) for any loss or damage that the RCoW or others may suffer as a result of using or relying on any information given to pitt&sherry by the RCoW or other parties;
- Information provided by third parties has not been verified; and
- No detailed investigations relating to the site have been completed specifically for the Wangaratta Airport Infrastructure Development Plan (i.e. only existing information and historical information has been used).

Should RCoW become aware of any changes, inaccuracies or assumptions made in this Wangaratta Airport Infrastructure Development Plan that are incorrect, pitt&sherry should be notified and made aware so that the significance can be assessed and the opportunity is given to review the comments and recommendations herein.

### 1.4 Stakeholder Consultation

Stakeholder consultation was undertaken on 01 March 2019 and 15 March 2019 at Wangaratta Airport, with the following representation at one or both meetings:

- RCoW – Celeste Brockwell, Stephen Swart and Travis Vincent
- pitt&sherry – Simon Oakley and Cam Flack
- Aeroclub and other stakeholder representatives – including Chris Balfour and Terry Vaughn, with more than 15 other stakeholders/existing airport businesses and aeroclub members across the two meetings

As part of the consultation process a range of amendments to the Concept Drawings were made between each meeting to address a range of stakeholder concerns. In principal consensus regarding the Concept Drawings was achieved by the conclusion of the second meeting, with only minor amendments proposed.

## 1.5 References

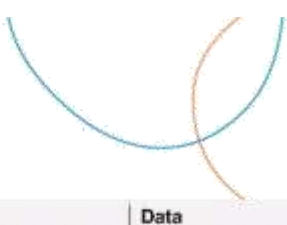
The following technical references have been used in the preparation of the Wangaratta Airport Infrastructure Development Plan:

- Civil Aviation Safety Authority (CASA)
  - Civil Aviation Safety Regulations (CASRs)
  - Civil Aviation Regulations (CARs)
  - Manual of Standards (MOS) Part 139 – Aerodromes
  - Civil Aviation Orders (CAO)
  - Civil Aviation Advisory Publications (CAAP's)
  - Advisory Circulars (ACs)
- International Civil Aviation Organization (ICAO)
  - Annex 14 Volume 1 – Aerodrome Design and Operations
- International Air Transport Association (IATA)
  - Airport Development Reference Manual
- Federal Aviation Administration (FAA)
  - Advisory Circulars
- Australian Standards (various)

## 1.6 RCoW Supplied Information

Table 1 – RCoW Supplied Information

File Name and Format	Description	Date Provided	Data Owner/Supplied by
18.073.01 YWGT ANEC Report .pdf and .docx	Australian Noise Exposure Charts	04.02.2019	RCoW
4180161-1 Pavement – Wangaratta Aerodrome Pavement LACEBY.pdf	Soil Investigation and Pavement Design for Wangaratta Airport	04.02.2019	RCoW
D18 66937 Wangaratta Aerodrome Hangar Options Report .pdf and .docx	Wangaratta Airport concept hangar options, layouts and costing	04.02.2019	RCoW
Wangaratta Aerodrome Hangar Cost Estimates 29-10-2018.xlsx	Wangaratta Airport concept hangar cost estimates	04.02.2019	RCoW



File Name and Format	Description	Date Provided	Data Owner/Supplied by
Final Aerodrome Master Plan and Business Case – Council approved august 2018.pdf	Wangaratta Aerodrome Master Plan 2017 (refer to <b>Appendix D</b> )	04.02.2019	RCoW
SDM566395 SDM566404 SDM566405 SDM566407 .dwg	Information downloaded from the Victorian government website. <ul style="list-style-type: none"> <li>Property Boundaries</li> <li>Hydrology Boundaries</li> <li>Lease Boundaries</li> </ul>	06.02.2019	RCoW
HV_WIRE LV_WIRE POLE Contour_Interval Property_MP .dwg	<ul style="list-style-type: none"> <li>High Voltage electrical service information from council GIS</li> <li>Low Voltage electrical service information from council GIS</li> <li>Electrical Pole locations from council GIS</li> <li>Contours from council GIS</li> <li>Property Boundaries from council GIS</li> </ul>	08.02.2019	RCoW
Wangaratta_2017dec10_air_vis_20cm_mga55.ecw	Wangaratta aerial photography	25.02.2019	RCoW
Mapbase Dataset	RCoW do not have a Mapbase for Wangaratta Airport	N/A	RCoW
10281.dwg Aerodrome water supply drawings.pdf	Airport water supply pipes and connections back to the surrounding area	12.02.2019	RCoW
Airport-Survey260603.dwg	Survey and concept design works around the existing hangar to the north of the terminal	12.02.2019	RCoW
S8147 Exist v1 – Client.dwg S8147-18-06-29 Survey Report.pdf	Wangaratta Airport existing site condition survey report and drawings	12.02.2019	RCoW
Wangaratta Airport EX.Subdivision.dwg	Existing property subdivisions for Wangaratta Airport and surrounding land	12.02.2019	RCoW



## 2. Basis of the Infrastructure Development Plan

### 2.1 Planning Criteria

The planning criteria for the Wangaratta Airport Infrastructure Development Plan can be categorised into the three sections as follows:

- International standards and recommended practices (ICAO);
- National standards and advisory publications (CASA); and
- Local standards and practices.

The international standards and recommended practices are formalised in Annex 14 to the Convention on International Civil Aviation adopted by the International Civil Aviation Organisation (ICAO) under the provisions of the Convention. In addition, ICAO publishes a number of Aerodrome Design Manuals and Airport Services Manuals.

National standards and advisory publications are published by the Australian Civil Aviation Safety Authority (CASA) which administers the Civil Aviation Act (1988) through the Civil Aviation Safety Regulations (CASRs) and the Manual of Standards (MOS).

The Manual of Standards Part 139 (MOS Part 139) is a CASA policy manual, this forms part of the Civil Aviation Safety Regulations CASR Part 139. CASR Part 139 sets out the regulatory regime of aerodromes used by aeroplanes conducting RPT, Charter and GA operations. The regulatory regime provides for aerodromes to be certified or registered.

MOS Part 139 sets out the standards and operating procedures for certified and registered aerodromes, as well as for other aerodromes used for RPT, Charter and GA operations.

### 2.2 Aerodrome Reference Information

The planning and design of various aerodrome facilities is controlled by mandatory standards based on the selected Aerodrome Reference Code for each particular airport. The intent of the Aerodrome Reference Code (ARC) is to provide a simple method for inter-relating the numerous specifications concerning the characteristics of aerodromes so as to provide a series of aerodrome facilities that are suitable for the aeroplanes that are intended to operate at the aerodrome.

The code is comprised of two elements that are related to the aeroplanes performance characteristics and dimensions. Element 1 is a number based on the aeroplanes reference field length. Element 2 is a letter based on the aeroplane wing span and outer main gear wheel span.

For Taxiway and Aprons, the various geometric standards are controlled by Code Element 2. The code letter for Element 2 is determined from **Table 2**, Column 3, by selecting the code letter which corresponds to the greatest wing span, or the greatest outer main gear wheel span, whichever is the more critical factor for the greatest code letter of the aeroplanes for which the facility is intended. For instance, if code letter B corresponds to the aeroplanes with the greatest wing span and code letter C corresponds to the aeroplanes with the greatest outer main gear wheel span, the code letter selected would be "C".

The Aerodrome Reference Codes for various aircraft are shown in **Table 2**.

Table 2 – Aerodrome Reference Code (MOS Part 139)

Aerodrome Reference Code				
Code Element 1		Code Element 2		
Code Number	Aeroplane reference field length	Code Letter	Wing Span	Outer main gear wheel span #
1	Less than 800m	A	Up to but not including 15m	Up to but not including 4.5m
2	800m up to but not including 1200m	B	15m up to but not including 24m	4.5m up to but not including 6m
3	1200m up to but not including 1800m	C	24m up to but not including 36m	6m up to but not including 9m
4	1800m and over	D	36m up to but not including 52m	9m up to but not including 14m
		E	52m up to but not including 65m	9m up to but not including 14m
		F	65m up to but not including 80m	14m up to but not including 16m

(#) Distance between the outer edges of the main gear wheels

## 2.3 Aircraft for Planning Purposes at Wangaratta Airport

While many different aircraft operate at Wangaratta Airport, the particular aircraft which have been considered for the Wangaratta Airport Infrastructure Development Plan align with the Master Plan (refer to **Appendix D**) in order to safeguard the airport into the future. Although the majority of the aircraft that currently operate at the airport are either Code A or Code B, it is important to plan for, and safeguard the airport for potential changes in the type of aircraft that may operate in the future as a result changes in the industry or aircraft operator strategies to attract and retain business within the region.

For the short to medium term development of the airport airside facilities, the AT-802 (Code 1B) and Metro III (Code 2B) have been considered and for the long-term development of airside facilities, the DHC-8 400 (Code 3C) and SAAB 340 (Code 3C) as the design aircraft. These aircraft align with the Master Plan and are representative of aircraft which are critical for planning purposes with regard to their physical characteristics, such as dimensions and weight.

**Table 3** provides examples of aircraft types as categorised by their associated Reference Code for the purpose of comparison.

Table 3 – Example Aircraft Types by Reference Code

Example Aircraft Types by Reference Code		
Code 1A	Code 1B	Code 1C
Beech 23-100 Britten BN2 Cessna 152-421 Fuji FA200-180 Grumman G164 Mitsubishi MU2 Piper PA18-PA60 Pitts 2A	AT-802 Ayres S-2R Thrush Beech 80 Beech 90 Beech 200 Cessna 402 Cessna 414 Cessna 441 Dornier D0228 DHC-6 Twin Otter M*18 Dromader	DHC-4 Caribou DHC-7
Code 2A	Code 2B	Code 2C
Lear Jet 24F Lear Jet 28/29	Beech 1900 Casa C212 Embraer EMB110 Shorts SD3-30 Metro III	DHC-8 100 DHC-8 300 ATR42 Cessna 550
Code 3A	Code 3B	Code 3C
BAe125-400 Dassault DA-10 Lear Jet 25D Lear Jet 36A Lear Jet 55 IAI 1124 Westwind	BAe125-800 Canadair CL600 Canadair CRJ-200 Cessna 650 Challenger 604 Dassault DA-20 Dassault DA-50 Dassault Falcon 900 EMB145 F28 – 2000 Hawker 900 Shorts SD3-60	ATR 72-500 BAe146 BAe748 BAe Jetstream 31 BAe Jetstream 41 DC-3 DC-9-20 DHC-8 400 EMB120 EMB170 F27-500 F28-3000 /4000 F50 F100 Saab 340
Code 4A	Code 4B	Code 4C
		Airbus A320 Airbus A321 B717 B727 B737 Concorde DC-9/MD80 EMB190

## 2.4 Geometric Design Criteria

Based upon the aircraft outlined in **Section 2.3** the geometric design criteria applicable to Wangaratta Airport is described in **Table 4** below.





Table 4 – Geometric Design Criteria (MOS Part 139)

Area	Component	Code 2B Requirements	Code 3C Requirements
Runway	Runway Width Longitudinal Slope (overall) Longitudinal Slope (any portion) Longitudinal Slope Change Rate of Change of Longitudinal Slope Runway Sight Distance	23m 2% max 2% max 2% max 0.4% per 30m 2m to 2m over half runway length and 3m to ground over 600m	30m 1% max 1.5% max 1.5% max 0.2% per 30m 3m to 3m over half runway length and 3m to ground over 600m
	Transverse Slope	1.5% min 2% preferred 2.5% max	1% min 1.5% preferred 2% max
Runway Shoulders	Shoulder Width Transverse Slope	N/A 2.5% max (down)	N/A 2.5% max (down)
Runway Strip	Runway Strip Length Graded Runway Strip Width Runway Strip Width Longitudinal Slope Longitudinal Slope Change Transverse Slope	60m beyond Runway End 80m 90m (minimum) 2% max 2% max 3% max (can be 5% in first 3m)	60m beyond Runway End 90m 150m (minimum) 1.75% max 2% max 2.5% max (can be 5% in first 3m)
Runway End Safety Area (RESA)	Length Width Longitudinal Slope Transverse Slope	60m min 90-120m preferred 46m (twice runway width) 5% max (down) Below Approach or Take-off Surface (up) 5% max (up or down)	60m min 90-240m preferred 60m (twice runway width) 5% max (down) Below Approach or Take-off Surface (up) 5% max (up or down)
Taxiway	Taxiway Width Minimum Distance from Outer Wheel to Taxiway Edge Longitudinal Slope Rate of Change of Longitudinal Slope Transverse Slope Taxiway Sight Distance Taxiway Shoulders	10.5m 2.25m 3% max 1% per 25m 2% (max) 1% (min) 2m to ground over 200m N/A	18m (See Note 1) 4.5m (See Note 2) 1.5% max 1% per 30m 1.5% (max) 1% (min) 3m to ground over 300m 3.5m
Taxiway Strip	Taxiway Strip Width Graded Taxiway Strip Width Transverse Slope	40m 25m 3% max (up) 5% max (down)	52m 25m 2.5% max (up) 5% max (down)
Taxiway Minimum Separation Distance	To Another Taxiway Centreline To an object	32m 20m	44m 26m
Apron Minimum Separation Distance	From centreline of Taxiway to object From aircraft wing tip to object	16.5m 3m	22.5m 4.5m
Apron	Slope on Aircraft Parking Position Slope on Remainder of Apron	1% (max) As level as practicable without causing water to accumulate but 2% (max)	1% (max) As level as practicable without causing water to accumulate but 2% (max)

Note 1: May be reduced to 15m if the taxiway is only intended to serve aircraft with a wheelbase of less than 18m.

Note 2: May be reduced to 3m if the turning area or curve is only intended to serve aircraft with a wheelbase of less than



18m.

## 2.5 Pavement Concept Design Criteria

pitt&sherry uses a combination of internally developed software and commercially developed software for pavement design. The internally developed programs for flexible and concrete pavements are based on the US Army Corps of Engineers (USACE) procedures as implemented by the Australian Department of Housing and Construction (DHC). For pavements comprising thick asphalt or bound layers, use is made of the Airport Pavement Structural Design System (APSDS) software.

## 2.6 Stormwater Drainage Concept Design Criteria

There are no mandatory requirements for the degree of protection to be afforded to various airport facilities, but pitt&sherry generally adopts the standards normally used in Australia, which are based on the Department of Housing and Construction Stormwater Drainage Manual recommendations as shown in **Table 5**.

Table 5 – Aerodrome Drainage Design Standards

Area	Criterion	Storm Frequency (years)		
		Aerodrome		
		International	Other Jet	Non-Jet
<b>Pavements</b>				
Runways	No ponding	50	50	50
Taxiways	No ponding	50	50	50
Apron	No ponding	10	10	5
Apron	No ponding within 30 m of buildings.	50	20	5
<b>Grassed Areas</b>				
Runway Strip	Ponding within 75 m of runway centreline not to exceed 12 hours.	5	2	-
Taxiway Strip and Apron Flanks	Ponding within 15 m of pavement edge not to exceed 12 hours.	5	2	-
<b>Building Area</b>				
Terminal	No ponding with 0.3 m of ground floor level	100	50	20
Roads, Carparks	No ponding	5	2	-
Other Buildings	No ponding within 0.3 m of ground floor level.	5	2	-

## 2.7 Utility Services Concept Design

The concept design of all utility services has been undertaken to the standards of the relevant service provider and all relevant Australian Standards, codes of practice and local requirements as appropriate.

Where no standard, code or other requirement is applicable, then accepted standard industry practice has been applied.



### 3. Infrastructure and Airside Facilities

#### 3.1 Existing Infrastructure and Airside Facilities

##### 3.1.1 Existing Runway 18/36

Runway 18/36 is a 30m wide, 1640m long and classified as Code 3C. It is a non-instrument, non-precision approach runway and has an overall runway strip width of 150m as published in the En-Route Supplement Australia (ERSA).

The runway is sealed for the full 30m width, with a Pavement Classification Number (PCN) 12.

##### 3.1.2 Existing Runway 09/27

Runway 09/27 is a 18m wide, 530m long and classified as Code 1B. It is a non-instrument, non-precision approach runway and has an overall runway strip width of 60m as published in the En-Route Supplement Australia (ERSA).

The runway is a grass runway and therefore has no pavement strength classification.

##### 3.1.3 Existing Taxiways

There are two sealed taxiways that connect Runway 18/36 to the RPT Apron and GA Apron at the north and south ends. These taxiways are 15m wide and could be classified as Code C. The taxiways do not currently have designations.

There is no information available regarding the pavement strength classification of the taxiways.

##### 3.1.4 Existing RPT and GA Apron

The apron typically accommodates GA aircraft operations and occasional emergency services aircraft. The apron area primarily functions as a parking area for aircraft or for movements between hangars and the runways. Aircraft parking in front of some of the existing hangars restricts other aircraft movements on the apron. There is currently no clear delineation or line marking provided on the apron for aircraft movements and operations.

Some areas of the existing apron are poorly graded and hold water, and the surface typically had loose aggregate across the entire area.

There is an area of the apron protected by a fuel resistant membrane in front of the airside refueling facility, however when aircraft are parked for refueling any access from the north side of the refueling facility is blocked by the parked aircraft.

The apron was resurfaced in 2015, no other information is available regarding the pavement strength classification.

##### 3.1.5 Existing Navigational Aids

Runway 18/36 has Pilot Activated Lighting (PAL).

There is a single primary illuminated wind indicator to the west of runway 18/36 and to the south of the apron.

There are no existing Movement Area Guidance Signs (MAGSs) on the airport.



### 3.1.6 Existing Lighting

Runway 18/36 has low intensity runway approach, threshold and end lighting.

The taxiways have low intensity edge lighting.

There are five existing floodlight towers for the apron which are approximately 12m high with a single luminaire on each.

### 3.1.7 Aircraft Refuelling Facility

The refuelling facility was constructed in 2012 and is owned and operated by Skyfuel, providing Jet A1 fuel and Avgas.

The location of the refuelling facility is central and to the east of the existing hangars and GA Apron.

### 3.1.8 Existing Utility Services and Landside Infrastructure

There are existing utility services in potable water, telecommunications and electricity servicing the airport.

The potable water supply is installed approximately 680m to the north of the existing Terminal Building via Greta Road. It is understood that water is supplied via a 50mm diameter polypipe which is direct buried.

There is a combination of overhead and underground electrical and underground telecommunications which are installed down the northern side of Brian Higgins Drive. The National Broadband Network (NBN) currently services the airport.

All waste water and sewerage is contained and distributed in a below ground septic system.

The existing services information is based upon limited airport survey data and dial before you dig (DBYD) supplied information.

The airport is serviced by a range of sealed flexible pavement roads and unsealed roads and the main carpark is a sealed flexible pavement.

The airport is serviced by a range of drainage infrastructure including Open Unlined Drains (ODs), direct buried UPVC and concrete stormwater pipes and concrete stormwater drainage pits of various sizes and dimensions.

The airside areas of the airport are generally enclosed by a standard strand wire fence.

The existing Terminal Building, hangars and Aeroclub are centrally located on the airport.

Redundant Non-Direction Beacon (NDB) infrastructure is still in place, however it is no longer operational.

## 3.2 Proposed Infrastructure and Airside Facility Development

### 3.2.1 General

The following sections describe the proposed infrastructure and airside facility development works based on Stages.

For Indicative Budget Cost Estimates for all stages, refer to **Section 4**.

For all Concept Drawings referenced in this section, refer to **Appendix A**.



### 3.2.2 Preliminary Horizontal Geometry

Plan geometry for the taxiways and aprons (aircraft parking layouts) and for all fillets and pavement edges have been based on approximate geometry determined by typical tracks from a range of aircraft preliminary centrelines in order to provide the prescribed wingtip and main gear clearances, and turning angles. All aircraft tracking was undertaken using Aviplan Airside Pro software, which is owned and operated by pitt&sherry.

For the proposed taxiways, and both the RPT and GA Apron aircraft parking layouts, all aircraft parking areas and taxiways have been maintained for Code B aircraft as a minimum, with specific areas Code C compliant. The space provided maintains free-moving operations (power-in and power-out) to the central aircraft parking area for Code A to C aircraft.

All hangar areas can be accessed by Code B aircraft with adequate space reserved for both small hobby hangars (15m length x 15m width) or larger commercial hangars (25m length x 35m width), providing the RCoW with the flexibility to develop hangar areas to suit demand.

### 3.2.1 Preliminary Vertical Geometry

Allowance for potential pavement finished surface levels and the associated pavement earthworks cut, fill, stockpiling and disposal quantities have been based on a visual inspection of the site, historical survey information for the site and hand-held GPS information. No detailed vertical geometric design for pavement finished surface levels has been completed as this was outside the scope of the Wangaratta Airport Infrastructure Development Plan.

### 3.2.2 Demolition and Site Remediation

Based on a review of the existing site information provided by RCoW there does not appear to be any specific land use (i.e. heritage, environmental etc) or contaminated site, infrastructure or building material issues which would inhibit the demolition and removal of existing materials in order for development to proceed. However, prior to construction commencing it is recommended that a detailed investigation of these issues is completed.

### 3.2.3 Basis of Concept Pavement Design

For the concept pavement design, pitt&sherry used a combination of internally developed software and commercially developed software. All software used are based on the US Army Corps of Engineers (USACE) procedures as implemented by the Australian Department of Housing and Construction (DHC).

pitt&sherry has primarily made use of the Airport Pavement Structural Design System (APSDS) software and the Federal Aviation Administrations (FAA) COMFAA software to complete the concept pavement designs on this occasion, based on the new pavements being flexible pavements due to the comparative cost of rigid pavement rendering this option infeasible from a budgetary perspective, and not justifiable in the short to medium term considering the anticipated low level of large and heavy aircraft movements.

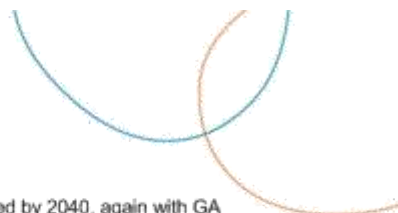
The design subgrade CBR has been assumed to be 5% based on historical test results (refer to **Appendix E**) and historical geology information, as it is assumed there may be some variability in the existing subgrade material across the site.

#### 3.2.3.1 Existing Aircraft Traffic

Wangaratta Airport does not maintain statistical records of aircraft activity, however it has been estimated by operator observations during the recent Master Plan (refer to **Appendix D**) process that approximately 10,000 movements per annum may occur.

It has been observed that the majority of the current aircraft traffic is GA aircraft operations, with emergency services operations making up a small number of the total aircraft movements.





The Master Plan projects that approximately 13,500 aircraft movements are anticipated by 2040, again with GA aircraft accounting for the majority of total aircraft movements.

### 3.2.3.2 Future Aircraft Traffic

For the medium to long term horizon it is considered prudent to safeguard the airside movement areas by ensuring the pavements that are designed and constructed in the short term, accommodate a range of potential future aircraft.

The opportunity to design and construct pavements on airports does not occur frequently, hence when the opportunity does present itself, constructing high quality pavements that provide good load bearing capacity for a range of aircraft, ensures that these pavements outlast their theoretical design life and minimises the risk of future operational disruptions relating to pavement upgrades or rectification of inadequate pavements (i.e. with regard to load bearing capacity or quality) which can result in significant costs.

#### 3.2.3.1 Aircraft Traffic Scenarios for Concept Pavement Design

In the medium to long term horizon there is a possibility that emergency and agricultural activity may increase and small to medium aircraft operators may seek to operate charter operations (i.e. tour operators, freight etc).

For Code A and B pavements, based on a conservative approach, there is potential for up to 4 flights of a crop dusting or fire-fighting aircraft, or up to 50 passengers travelling by air each day. For the purposes of the Wangaratta Airport Infrastructure Development Plan, the following traffic scenario has therefore been adopted for the concept design of the Code A and B pavements.

#### Traffic Scenario – Concept Code A and B Pavements

SAAB 340: 2 arrivals per day at Maximum Landing Weight (12.9 tonnes)

SAAB 340: 2 departures per day at Maximum Take-off Weight (13.2 tonnes)

Based on the overall aircraft weight and landing gear configuration being most critical, the SAAB 340 has been adopted. Although the SAAB 340 is technically a Code C aircraft, its Aircraft Classification Number (ACN) aligns with the current 17/35 Runway Pavement Classification Number (PCN), so it could be an attractive option to aircraft operators.

As Wangaratta Airport has a Code 3C Runway and Code C connecting taxiways, there is a possibility in the medium to long term horizon that larger aircraft operators may seek to operate either charter operations (i.e. tour operators, freight etc), or seek to use Wangaratta Airport as an alternate to Albury Airport.

For Code C pavements, based on a conservative approach, there is potential for up to 100 passengers travelling by air each day. This demand could be met by 2 flights of a Dash 8-400 aircraft, or 3 flights of a Dash 8-300 aircraft, or 4 flights of a SAAB 340 aircraft. Based on the overall aircraft weight and landing gear configuration being most critical, the Dash 8-400 has been adopted. For the purposes of the Wangaratta Airport Infrastructure Development Plan, the following traffic scenario has therefore been adopted for the concept design of the Code C pavements.

#### Traffic Scenario – Concept Code C Pavements

Dash 8 – 400: 2 arrivals per day at Maximum Landing Weight (28.0 tonnes)

Dash 8 – 400: 2 departures per day at Maximum Take-Off Weight (29.3 tonnes)

For the 18/36 Runway pavements, based on a conservative approach, there is potential for up to 100 passengers travelling by air each day. This demand could be met by 2 flights of a Dash 8-400 aircraft, or 3 flights of a Dash 8-





300 aircraft, or 4 flights of a SAAB 340 aircraft. Based on the overall aircraft weight and landing gear configuration being most critical, the Dash 8-400 has been adopted in combination with the SAAB 340. For the purposes of the Wangaratta Airport Infrastructure Development Plan, the following traffic scenario has therefore been adopted for the concept design of the 18/36 Runway upgrade pavements.

#### **Traffic Scenario – Concept 18/36 Runway Upgrade Pavements**

SAAB 340:	2 arrivals per day at Maximum Landing Weight (12.9 tonnes)
SAAB 340:	2 departures per day at Maximum Take-off Weight (13.2 tonnes)
Dash 8 – 400:	2 arrivals per day at Maximum Landing Weight (28.0 tonnes)
Dash 8 – 400:	2 departures per day at Maximum Take-Off Weight (29.3 tonnes)

#### **3.2.4 Code A/B Aircraft Concept Pavement**

Based on a 20 year functional design life, the pavement thickness and composition to cater for the aircraft traffic scenario detailed in **Section 3.2.3** with aircraft arriving at Maximum Landing Weight and departing at Maximum Take-off Weight has been determined for a design subgrade CBR 5%. The concept pavement composition is as follows:

- 50mm Asphalt (nominal 14mm size); on
- Prime Coat; on
- 100mm Fine Crushed Rock Base Course (VicRoads Class 1); on
- 150mm Crushed Rock Sub-Base Course (VicRoads Class 2), on
- Proof Rolled In-Situ Subgrade (CBR 5%).

#### **3.2.5 Code C Aircraft Concept Pavement**

Based on a 20 year functional design life, the pavement thickness and composition to cater for the aircraft traffic scenario detailed in **Section 3.2.3** with aircraft arriving at Maximum Landing Weight and departing at Maximum Take-off Weight has been determined for a design subgrade CBR 5%. The concept pavement composition is as follows:

- 50mm Asphalt (nominal 14mm size); on
- Prime Coat; on
- 180mm Fine Crushed Rock Base Course (VicRoads Class 1); on
- 180mm Crushed Rock Sub-Base Course (VicRoads Class 2), on
- 100mm Cement Treated Crushed Rock (VicRoads Class 2); on
- Proof Rolled In-Situ Subgrade (CBR 5%).

#### **3.2.6 18/36 Runway Upgrade Concept Pavement**

Based on a 20 year functional design life, the pavement thickness and composition to cater for the aircraft traffic scenario detailed in **Section 3.2.3** with aircraft arriving at Maximum Landing Weight and departing at Maximum Take-off Weight has been determined for a design subgrade CBR 5%. The concept pavement composition is as follows:

- 50mm Asphalt (nominal 14mm size); on
- Prime Coat; on
- 150mm Fine Crushed Rock Base Course (VicRoads Class 1); on
- Variable Thickness Proof Rolled In-Situ Pavement Base Course and Sub-Base Course; on
- In-Situ Subgrade (CBR 5%).



### 3.2.7 Pavement Materials

It has been assumed that the wearing course for any new pavement will be asphalt for indicative budget cost estimate purposes, however an airport specific two coat bituminous spray seal could be applied in the short to medium term considering the likely frequency of use, lower wheel loads and lower tyre pressures, and asphalt in the long term (should aircraft greater than 10,000kg such as the SAAB 340 commence regular operations, the potential aircraft safety risk is minimised with an asphalt wearing course when compared to a two coat bituminous spray seal), and that the base course and sub-base course will consist of good quality fine crushed rock.

### 3.2.8 Road Concept Pavement

Based on a 20 year functional design life, the pavement thickness and composition to cater for standard vehicle movements in a rural environment has been determined for a design subgrade CBR 5%. The concept pavement composition is as follows:

- Two coat bituminous spray seal; on
- 300mm Fine Crushed Rock Sub-Base Course (VicRoads Class 2); on
- Proof Rolled In-Situ Subgrade (CBR 5%),

### 3.2.9 Master Grading Stage 1

**Refer to Drawing ML18431-C105 in Appendix A.**

The Master Grading Stage 1 Works are recommended to be undertaken in order to determine and prepare the design finished surface levels across the majority of the site, which encompasses the Stages 1 to 4 Works. The majority of the works required in the Master Grading Stage 1 is earthworks (i.e. the removal, stockpiling, replacement, grading and compaction of natural material), as well as the investigation of existing services and protection if required, provision of new services and the provision of a new airside security fence. The following is a summary of the proposed works:

- Survey of existing surface levels and features, including existing services investigation;
- Protection or relocation of existing services;
- New electrical utilities, pits and connections;
- New communications utilities, pits and connections;
- New water supply and connections;
- Realignment of the existing open unlined drain to the west;
- Earthworks and grading to design finished surface levels;
- Survey of as constructed surface levels and features; and
- New airside security (intrusion and wildlife protection) fencing.

### 3.2.10 Master Grading Stage 2

**Refer to Drawing ML18431-C106 in Appendix A.**

The Master Grading Stage 2 Works are recommended to be undertaken in order to determine and prepare the design finished surface levels across the remainder of the site, which encompasses the Stage 5 Works. The majority of the works required in the Master Grading Stage 2 is earthworks (i.e. the removal, stockpiling, replacement, grading and compaction of natural material), as well as the investigation of existing services and protection if required, provision of new services. As there is a major stormwater drainage flow path through the Stage 5 Works area, the existing open unlined drain will need to be backfilled and an underground piped/culvert provided to maintain and improve the current stormwater system transfer capacity. The following is a summary of the proposed



works:

- Survey of existing surface levels and features, including existing services investigation;
- Removal of access road pavement (if Stage 2 has been constructed);
- Protection or relocation of existing services;
- Converting the existing open unlined drain to an underground pipe/culvert with headwalls and connections;
- Earthworks and grading to design finished surface levels; and
- Survey of as constructed surface levels and features.

### 3.2.11 Stage 1 Works

**Refer to Drawing ML18431-C110 in Appendix A.**

#### 3.2.11.1 New Code A/B Aircraft Pavement

The following is a summary of the proposed works:

- New pavement to be constructed at the southern end of the existing apron to facilitate a Code B aircraft parking location adjacent the new fuel facility location. This pavement provides connectivity for the Stage 2 and 3 pavement works;
- Install Fuel Resistant Membrane (FRM) on the asphalt wearing course of the new fuel facility pavement;
- New pavement to the east of the existing hobby hangars and north of the existing apron to provide additional movement area and an apron area for the new large commercial hangar; and
- Install new line marking on existing and new pavements.

#### 3.2.11.2 New Large Commercial Hangar

The following is a summary of the proposed works:

- New large commercial hangar 25m x 30m to be constructed north of the existing hobby hangars;
- New footings and concrete base slab for the new large commercial hangar; and
- Install new electrical, communications and water utilities to the new large commercial hangar

#### 3.2.11.3 Fuel Facility Relocation

The following is a summary of the proposed works:

- Relocate the existing above ground fuel facility from east of the existing hobby hangars to be south of the apron including all interceptors, drainage, connections, bowsers, eye wash etc.;
- Install new electrical, communications and water utilities to the fuel facility; and
- Displace the Runway 09/27 threshold to allow ensure the relocated fuel facility does not encroach the Obstacle Limitation Surface (OLS)

### 3.2.12 Stage 2 Works

**Refer to Drawing ML18431-C111 in Appendix A.**



### 3.2.12.1 New Access Road

The following is a summary of the proposed works:

- New access road pavement to be constructed along the western side of the airport from the existing carpark. The road is located on the eastern side of the existing open unlined drain and services the back of the new hobby hangars and the new Aeroclub carpark;
- New pavement to be constructed for the Aeroclub carpark; and
- Install new line marking for access road and carpark.

### 3.2.12.2 New Code A/B Aircraft Pavement

The following is a summary of the proposed works:

- New pavement to be constructed to the east and north of the existing Aeroclub location to facilitate Code A and B aircraft movements between the apron, the new commercial hangars and new hobby hangars; and
- Install new line marking on existing and new pavements.

### 3.2.12.3 Relocation of Aeroclub

The following is a summary of the proposed works:

- Relocate the existing Aeroclub building towards the northern fence line approximately 600m north of the existing Terminal Building;
- Install new electrical, communications and water utilities.

### 3.2.12.4 New Commercial Hangars

The following is a summary of the proposed works:

- New commercial hangars 15m x 20m to be constructed to the north of the existing carpark;
- Construct footings and concrete base slab for the new commercial hangars; and
- Install new electrical, communications and water utilities.

### 3.2.12.5 New Hobby Hangars

The following is a summary of the proposed works:

- New hobby hangars 15m x 15m to be constructed to the north of the existing hobby hangars;
- Construct footings and concrete base slab for the new hobby hangars; and
- Install new electrical and communications utilities.

### 3.2.13 Stage 3 Works

**Refer to Drawing ML18431-C112 in Appendix A.**

### 3.2.13.1 New Code A/B Aircraft Pavement

The following is a summary of the proposed works:



- New pavement to be constructed north and east of the Stage 1 pavement works to facilitate Code A and B aircraft movements between the new Code C taxiway and the new large commercial hangars. This pavement provides dedicated apron areas for both new large commercial hangars as well as connectivity for the Stage 4 pavement works;
- Install new line marking on existing and new pavements.

### 3.2.13.2 New Code C Aircraft Taxiway and Apron Expansion

The following is a summary of the proposed works:

- New 800m long Code C taxiway to be constructed along the eastern edge of the existing apron between the southernmost existing taxiway towards the relocated Aeroclub, with a new connection to Runway 18/36. New pavement to be constructed in front of the existing Terminal Building and to the north of the existing apron. This new taxiway and apron pavement will allow for the following:
  - Unrestricted Code C aircraft movements;
  - Increased aircraft manoeuvrability within the apron areas;
  - Code C aircraft parking positions (power in/power out) in front of the Terminal Building; and
  - Connectivity to the new large commercial hangars and Stage 4.
- Realign the existing open unlined drain and install new headwalls as part of the new Code C taxiways construction; and
- Install new line marking on existing and new pavements including two Code C aircraft parking positions.

### 3.2.13.3 New Large Commercial Hangars

The following is a summary of the proposed works:

- New large commercial hangars 25m x 30m to be constructed north of the Stage 1 large commercial hangar;
- Construct footing and concrete base slab for the new large commercial hangars; and
- Install new electrical, communications and water utilities.

### 3.2.13.4 Demolition and Removal of Redundant NDB Infrastructure

The following is a summary of the proposed works:

- Site investigations as required prior to demolition and removal;
- Demolish and remove all underground services (including capping as required);
- Demolish and remove all above ground buildings and structures;
- Legally dispose of all materials off site; and
- Site remediation, including topsoiling and grassing as required.

### 3.2.14 Stage 4 Works

**Refer to Drawing ML18431-C113 in Appendix A.**

#### 3.2.14.1 New Code A/B Aircraft Pavement

The following is a summary of the proposed works:



- New pavement to be constructed to the north of the Stage 2 hobby hangars to facilitate Code A and B aircraft movements between the apron/taxiway and the new hobby hangars; and
- Install new line marking on existing and new pavements.

#### 3.2.14.2 New Hobby Hangars

The following is a summary of the proposed works:

- New hobby hangars 15m x 15m to be constructed to the north of the Stage 2 hobby hangars;
- Construct footings and concrete base slab for the new hobby hangars; and
- Install new electrical and communications utilities.

#### 3.2.15 Stage 5 Works

**Refer to Drawing ML18431-C114 in Appendix A**

##### 3.2.15.1 New Code A/B Aircraft Pavement

The following is a summary of the proposed works:

- New pavement to extend the taxiways constructed as part of the Stage 2 and Stage 4 works. This will allow for Code A and B aircraft movements to the new commercial hangars and new hobby hangars; and
- Install new line marking on existing and new pavements.

##### 3.2.15.2 New Commercial Hangars

The following is a summary of the proposed works:

- New commercial hangars 15m x 20m to be constructed to the west of the Stage 2 commercial hangars;
- Construct footings and concrete base slab for the new commercial hangars; and
- Install new electrical, communications and water utilities.

##### 3.2.15.3 New Hobby Hangars

The following is a summary of the proposed works:

- New hobby hangars 15m x 15m to be constructed to the west of the Stage 2 and Stage 4 hobby hangars;
- Construct footings and concrete base slab for the new hobby hangars; and
- Install new electrical and communications utilities.

##### 3.2.15.4 New Hangar Extension

The following is a summary of the proposed works:

- New hangar extension to the existing hobby hangars to be constructed to the west, approximately 20m x 65m;
- Construct footings and concrete base slab for the new hangar extension; and
- Install new electrical and communications utilities.





### 3.2.15.5 New Access Road

The following is a summary of the proposed works:

- New access road pavement to be constructed from the end of Brian Higgins Drive to back of the new hobby hangars and provides connectivity to the Aeroclub carpark; and
- Install new line marking for access road and carpark.

### 3.2.16 Existing Pavement Upgrades (Stage 6 Works)

**Refer to Drawing ML18431-C115 in Appendix A**

The existing pavement upgrade works are provided as a guide only. pitt&sherry recommends that further detailed investigation (i.e. geotechnical investigations, existing pavement strength investigations, feature and level survey etc) be undertaken prior to detailed design, should the RCoW wish to progress these elements of the development plan.

#### 3.2.16.1 Runway 18/36 Pavement Strengthening Overlay/Reconstruction

The following is a summary of the proposed works:

- Feature and level survey of the runway, taxiways and adjacent flank areas;
- Texture, clean and proof roll the existing runway pavement;
- Construction of nominal 200mm of new pavement (overlay) to improve the overall strength of the runway (Note: An unbound granular, nominal thickness pavement overlay has been assumed for the purposes of the Wangaratta Airport Infrastructure Development Plan, however based on the outcomes of the future detailed investigations and airport operational restrictions, pavement reconstruction or in-situ stabilisation may be more appropriate);
- Grooving of the new runway asphalt wearing course;
- Remove and replace existing runway lighting (to be installed at new finished surface levels);
- Reinstatement of all runway line marking;
- Excavation and construction of a new open unlined drain.

#### 3.2.16.2 Taxiway Pavement Strengthening Overlay/Reconstruction

The following is a summary of the proposed works:

- Demolition of the existing taxiway pavement to subgrade level;
- Construct new Code C pavement;
- Remove and replace existing taxiway lighting (to be installed at new finished surface levels); and
- Reinstatement all taxiway line marking.

#### 3.2.16.3 Apron Pavement Strengthening Overlay/Reconstruction

The following is a summary of the proposed works:

- Demolition of the existing apron pavement to subgrade level;
- Construct new Code C pavement; and
- Reinstatement all apron line markings.



### 3.2.17 Utility Services Design

**Refer to Drawing ML18431-C115 in Appendix A.**

#### 3.2.17.1 New Utility Services

The following is a summary of the proposed works:

- Install new electrical conduits, cables and pits from the existing main line on Brian Higgins Drive;
- Install new communications conduits, cables and pits from the existing main line on Brian Higgins Drive; and
- Install new water pipes, valves and pits from the existing main line from the north.

#### 3.2.17.2 Upgrade of Existing Utility Services

The following is a summary of the proposed works:

- A provisional allowance has been included for the upgrade of approximately 1500m of existing water pipe which supplies Wangaratta Airport from Greta Road. It is understood that the existing water main is only a 50mm diameter supply.

### 3.2.18 Terminal Building Upgrade Works (Provisional)

**Refer to the Drawings in Appendix C.**

The following is a summary of the proposed works:

- Refurbishment of the existing Terminal Building only by removing internal furnishings and fixings, installing new partition walls and doors and installing new internal furnishings and fixings as well as upgrading all utility connects as required.

### 3.2.19 Concept Development

**Refer to the Drawings in Appendix C for a record of how the Concept Drawings developed during the course of the Wangaratta Airport Infrastructure Development Plan.**



## 4. Indicative Budget Cost Estimates

### 4.1 Basis of Costing

Indicative Budget Cost Estimates should be only considered a first cost indication (at current prices at the date stated) and are provided based on an outline estimate of the RCoW needs; prepared by reference to concept sketches or assessed without sketches (in some instances) based on pitt&sherry's knowledge of costs for similar projects. Often, Indicative Budget Cost Estimates will be prepared without the benefit of detailed design and without detailed consideration of survey, geometry, drainage, existing services or other local information.

An Indicative Budget Cost Estimate is intended only as a guide for a pre-feasibility and planning purposes, it is not an estimate and may not be quoted as such. Indicative Budget Cost Estimates are prepared using broad cost parameters (e.g. earthworks and pavements on a cost per square metre basis). Since pitt&sherry has no control over the cost of labour, materials, equipment or services furnished by others, or over Contractor's methods of determining prices, or over competitive bidding or market conditions, Indicative Budget Cost Estimates are provided based only on our experience and represents pitt&sherry's judgement as experienced and qualified professional engineers. pitt&sherry cannot and does not, however, guarantee that proposals, bids or actual construction costs will not vary from the Indicative Budget Cost Estimates stated.

### 4.2 Indicative Budget Cost Estimates Summary

The Indicative Budget Cost Estimates are based on a traditional procurement process as described in **Section 5**.

**Table 6** below provides a summary of the Indicative Budget Cost Estimates for each Stage as described in **Section 3 and 4** and illustrated on **Drawings ML18431-C101 to C115** in **Appendix A**. For the itemised breakdown of the Indicative Budget Cost Estimates, refer to **Appendix B**.

*Table 6 – Indicative Budget Cost Estimates Summary*

Stage	Element	Cost (\$M)
	Master Grading Stage 1	\$1.63
	Master Grading Stage 2	\$0.93
1	Stage 1 - Works	\$0.96
2	Stage 2 - Works	\$2.31
3	Stage 3 - Works	\$3.60
4	Stage 4 - Works	\$1.14
5	Stage 5 - Works	\$3.05
	Existing Pavement Upgrades - Works	\$8.16
	Subtotal	\$21.76
	GST	\$2.18
	<b>Total including GST</b>	<b>\$23.94</b>

Note: Although the existing Terminal Building refurbishment is not within the scope of the Wangaratta Airport Infrastructure Development Plan, it is estimated that refurbishment (i.e. remove existing furnishings and fittings, install partition walls and doors and install new furnishings and fittings and utility connections) costs would be in the order of \$350/m<sup>2</sup> to \$600/m<sup>2</sup> (excluding GST).

For the purposes of the Indicative Budget Cost Estimates, it has been assumed that each Stage will be completed



independently of all other Stages (i.e. all Stages are mutually exclusive which means that the Contractor tenders, establishes and disestablishes from site for each Stage).

The Indicative Budget Costs Estimates in **Table 6** are based on capital construction costs and include an estimation of:

- Preliminaries such as mobilisation of materials and equipment to site, Contractor site administration, Contractor QA and environmental management, maintenance of site access roads, surveying and supply of As-Built Drawings;
- Airside pavement upgrades including excavation, earthworks and subgrade preparation with an allowance for cartage, compaction and proof rolling;
- Runway, taxiway and apron pavement construction (based on locally sourced materials (i.e. within a 50km radius of the airport including bituminous spray seal, prime, base and sub-base course material);
- Stormwater drainage (no allowance for sub-surface drainage);
- Line marking;
- Provisional items estimate such as subgrade replacement and topsoiling of disturbed areas;
- New infrastructure and utility services (including building refurbishment, roads, electrical, communications, sewerage, water and fuel facilities); and
- Airport boundary fencing

The Indicative Budget Cost Estimates in **Table 6** specifically exclude an estimation of:

- Preliminaries such as Contractor site establishment and disestablishment of plant (assumed to be locally based asphalt plant (unless otherwise stated) and will use their own Depot for equipment and materials storage)
- Costs associated with excavation and earthworks to achieve compliant design longitudinal and transverse gradients (vertical geometry) for the proposed taxiways and apron areas to achieve Code 3C and Code 2B standards where applicable (assumed cut and fill will balance for taxiway and apron areas);
- Costs associated with delays as a result of weather during construction;
- Costs associated with upgrades to existing infrastructure and services (including buildings, roads, electrical, communications, sewerage, water, gas and fuel facilities);
- Cost associated with upgrading the runway and taxiway lighting system;
- Cost associated with upgrading the apron floodlighting;
- Cost associated with the provision of a Visual Approach Slope Indicator System (PAPI);
- Costs associated with future pavement, drainage, lighting or infrastructure expansion except where specifically stated;
- Costs associated with a new Airport Lighting Equipment Room (ALER) or Powerhouse;
- Costs associated with any airport security control;
- Costs associated with any restrictions to airport operations during construction;
- Costs associated with any aircraft operational matters including:
  - Airspace;
  - Take-off and approach tracks;
  - GPS approaches;
  - PANS-OPS surfaces;
  - Noise and noise abatement procedures;



- Navigational aids (including signage, lighting and PAPI)
- Obstacle Limitation Surfaces (including vegetation removal and earthworks associated with OLS outside the existing airport boundary);
- Costs associated with the potential development or redevelopment of airside areas into the future; and
- Costs associated with any additional statutory, regulatory, planning, CASA or environmental requirements associated with the concept layout options.

### 4.3 Accuracy of Indicative Budget Cost Estimates

The accuracy of the Indicative Budget Cost Estimates is considered to be up to 30% too high to 30% too low.

The accuracy has been determined based upon the limitations identified in **Section 4.1**.

### 4.4 Potential Works Cost Savings

Once the RCoW progress to the detailed design phase and tender phase for the proposed development works, there is potential for overall project cost savings related to the following:

- Detailed site investigations undertaken with the information gathered and used as the basis for the detailed design (potentially reducing earthworks, extent of services upgrade, reducing pavement thicknesses etc)
- The assumed subgrade strength (potentially reducing the pavement thickness);
- The assumed existing pavement strength and existing material quality (potentially reducing the pavement thickness);
- Reuse of existing pavement materials (potentially reducing the need for imported pavement materials)
- The assumed aircraft traffic is refined (potentially reducing the pavement thickness);
- RCoW may negotiate the purchase of construction materials at rates cheaper than market rates;
- RCoW may complete earthworks and other construction elements at rates cheaper than market rates; and
- Construction of elements may be refined within each Stage, with the construction of non-critical elements delayed (this approach is dependent on anticipated short and long-term use, type of short and long-term aircraft, potential for future growth etc).



## 5. Procurement Model Analysis

### 5.1 Pre-Tender and Construction Activities

It is envisaged that there will be a need for some pre-tender and construction activities to take place prior to the commencement of the construction, following completion of the detailed design of the development works. Some of the necessary pre-commencement activities may include:

- State Government approvals;
- Local Government approvals; and
- Utility Service Authority approvals.

Further investigation into the necessary pre-tender and construction activities is required.

### 5.2 Procurement Models

There are a number of common procurement options that may be applicable to the procurement of development works at Wangaratta Airport. The following provides a summary of the primary options, taking into account factors such as risk profiles, value for money and time constraints, and outlines the advantages and disadvantages in respect to the procurement models applicable to the development of Wangaratta Airport based on pitt&sherry's experience with similar works in Australia.

The following procurement models are generally used to deliver airport projects worldwide:

- Traditional/Conventional Lump Sum (LS);
- Design and Construct (D&C) and Design, Construct, Maintain (DCM);
- Engineering, Procurement and Construction Management (EPCM);
- Construction Management (CM);
- Managing Contractor (MC);
- Design, Novate and Construct (DN&C); and
- Early Contractor Involvement (ECI).

#### 5.2.1 Assessment Criteria

In order to determine which of the procurement models is most appropriate for the RCoW and the development of Wangaratta Airport, it is necessary to consider the following criteria:

**Time:** The speed, or timeframe in which, each Stage of the project and the whole of the project is required to be completed.

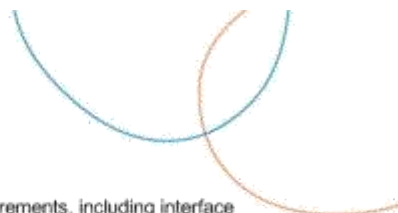
**Cost:** Cost to RCoW, including the whole of life costs, considering the delivery time, quality of deliverables and allocation of risk.

**Certainty:** Certainty of project costs, cash flows and timing of each Stage over the whole of the project.

**Quality of design and construction:** The quality of deliverables produced in each Stage of the project, including the constructability and maintainability of the design, end user and stakeholder requirements.

**Flexibility:** The degree and necessity of flexibility in accommodating design changes during the project.





**Complexity:** The complexity of the project deliverables, the site or other RCoW requirements, including interface with existing systems and continuing airport operations.

**Control:** The level of control RCoW wants over the process and the project deliverables.

**Risk allocation and responsibility:** Appropriate risk allocation and the level of risk the RCoW will allow exposure to such as time and cost, but also including contract risks such as latent conditions.

**Competition:** Whether each tender or engagement is subject to competitive bidding.

**Funding availability:** The availability of funding to the RCoW to complete the project will impact upon certainty.

**Local Labour Market:** Consideration of the availability of Suppliers, Contractors, Consultants, Financiers and other relevant parties necessary to complete the project.

**Commercial Terms:** Within each of the above, a variety of commercial terms can be incorporated to suit the circumstances of the project.

### 5.2.2 Procurement Model Assessment

The following sections outline the key features of both Traditional/Lump Sum (LS) and Design and Construct (D&C) models, which in pitt&sherry's experience are the most appropriate for airside development projects for achieving, on balance, good project outcomes with regard to risk, time, cost and quality.

#### 5.2.2.1 Traditional/Conventional Lump Sum (LS)

##### Key Features

This form of procurement involves the Client in separate design and construction contracts.

Generally, the Client will prepare a Project Requirements Brief which is issued to a Design Consultant. The Design Consultant will provide a tender which the Client accepts, and then the Design Consultant undertakes the whole of the design including preparation of the construction documents.

Once design is complete to 100%, the Client will initiate a tender process to select a suitable construction Contractor. The tender process may begin before 100% completion of the design documentation if the level of detail in the documents is sufficient to go to tender, however this will increase the exposure of the Client to risks of variations. Expressions of interest may also be sought prior to tender to garner the interest of potential Contractors.

##### Applicability

The LS contract is appropriate:

- When time is not a project constraint;
- To reduce risk in construction pricing and time;
- When the client requires full control over design; and
- When the client wishes to manage the design/construction interface.

##### Advantages and Disadvantages

###### Time

This process can be quite time consuming. The method would be applicable when time is not a project constraint.

###### Costs and Value for Money

The main costs include



- Design and construction costs;
- Internal costs for managing the whole of the design, documentation and tender phase; and
- Risk of cost variations from errors in design.

A competitive price results from the competitive tendering process because complete design lessens construction risk and encourages interest from Contractors. There may also be less likelihood of the Contractor pricing uncertainty into tender price.

#### ***Certainty***

The cost and timeframes for construction will not be known until relatively late in the project, until construction tenders have been received.

#### ***Quality of Design and Construction***

- There is no incentive for value adding input from Contractors during the design stage. It is therefore important that the Client has the skills, knowledge and expertise to manage the design stage and with sufficient experience in constructability; and
- Construction quality should not be compromised as the Contractor should build what is outlined in the construction documentation.

#### ***Flexibility and Control***

The Client has complete control over the design stage of the project, but may not have an appreciation of how design changes will affect the construction process and programme. Changes to the design during construction will result in variations.

#### ***Complexity***

Not well suited to complex projects unless the Client has the expertise to manage.

#### ***Risk Allocation***

- The Client and Design Consultant takes on all the design and documentation risks; and
- Construction contractual risks as per agreement.

#### ***Competition***

All construction costs will be competitively tendered.

### **5.2.2.2 Design and Construct (D&C) and Design, Construct, Maintain (DCM)**

#### ***Key Features***

The D&C form of procurement involves only one main Contractor who completes both the design and construction for the project for a set price and within a set timeframe. The DCM form of procurement is an extension of this and requires the Contractor to also maintain the constructed asset for a set period of between 10 and 25 years.

The concept behind the DCM method is that if the same team that is designing the project is also responsible for construction, then the designers and builders will work together to make sure they maximise their profits by ensuring the design will be the most practical, constructible and cost-efficient. With the same team also responsible for operation and maintenance of the completed project, the companies responsible will work together so that design and construction will result in more efficient and lower cost operation and maintenance.

The Client develops a comprehensive Project Requirements Brief which may include a concept design on which the project is competitively tendered.

The tender process is undertaken very early before detailed design is carried out. It can also be presented as a 'design competition' encouraging innovation by designers and builders.



### **Applicability**

The D&C contract is appropriate when:

- The project is simple and straight forward;
- The Client wishes to allocate all the construction risks of the project to an external party;
- The Client is looking for an innovative solution to the project;
- The Client's end requirement and other relevant factors can be properly identified by the time it would be necessary to enter into a contract;
- The Client wishes to avoid the interface between design and construct;
- The Client has insufficient industry experience or project management capabilities;
- The Client needs to minimise procurement time; and
- DCM - The client wishes to allocate the responsibility and risk of initial asset maintenance to an external party.

### **Advantages and Disadvantages**

#### **Time**

It is in the Contractor's interest to complete the work as per the delivery schedule set by the Client or they may expose themselves to liquidated damages. The tender process may be quite drawn out but having the design and construction phases in one tender saves on separate procurement.

#### **Costs and Value for Money**

The internal costs may be less than for other forms of contracts as less Client involvement is required.

Unless the project is simple and straight forward, it may be difficult for Contractors to price on the limited information available during the tender phase therefore they will price for risk.

The cost of bidding for D&C projects is high, and Contractors will recover this in their price.

#### **Certainty**

The Client is aware of the final cost, cash flow and timing of the project from the commencement of the project.

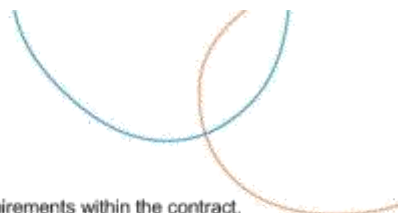
#### **Quality of Design and Construction**

- Control of design quality can be difficult and even apparent compliance with the brief could result in a need to vary the contract or have a dispute over interpretation;
- However, the project may gain from the innovation in design of the Contractor;
- Construction quality may be an issue as the Contractor tries to reduce expenditure; and
- DCM - Quality is further ensured as the contractor must maintain the asset for a period once completed and it is in its interest to reduce these costs through good design and construction practices.

#### **Flexibility and Control**

- The Client can outline their requirements in the contract brief and specifications, however following that, the Contractor has full control;
- There is little scope for change of design once the contract has commenced without substantial cost to the Client; and
- In contracting out the design and construction, the Client abrogates all control of the project. It is expected that the Client's requirements are sufficiently outlined in the initial brief. As noted, changes will not be without considerable expense.

#### **Complexity**



May be suited to complex projects if the Client has the expertise to manage their requirements within the contract.

***Risk Allocation***

One of the advantages of this method of contracting is that all the cost and time risks in design and construction risks are allocated to the Contractor. However, there is a significant risk of exposure to cost and time variations if the Client's requirements are not comprehensively and unambiguously set out.

With a DCM contract the risk of asset maintenance costs for the set maintenance period are allocated to the Contractor.

***Competition***

The cost for a Contractor to tender for a D&C contract is high and this may limit the number of bidders for the project.

### 5.3 Procurement Model Recommendation

Recent projects undertaken by pitt&sherry have confirmed that airport projects delivered under a Design and Construct (D&C) model offer no significant advantages in terms of time, quality or cost over Conventional/Lump Sum (LS) project delivery methods based on the preparation of tender documents and conventional tender procurement through public advertisements or through a selected tendering process.

Moreover, the design can be completed and approved in advance of calling tenders, and so all tenders are on a common basis. It has also been our experience that it takes almost as long to prepare briefings for the D&C tenders as it does to prepare the preliminary design and documentation for projects of this nature in complexity.

It is therefore recommended that project delivery in this instance, is by a conventional design and tendering process.



## 6. Preliminary Design, Tender and Construction Timelines

### 6.1 Basis of Timelines

The Preliminary Design, Tender and Construction Timelines are based on a traditional procurement process as described in **Section 5**.

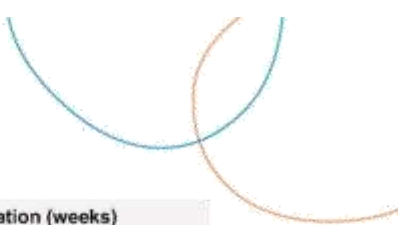
The construction period will be dependent on a range of variables including weather, the Contractor's skill and experience and the Contractor's available resources, all of which are unknown at this point of time. Preliminary Timelines are therefore provided based only on our experience and represents pitt&sherry's judgement as experienced and qualified professional engineers. pitt&sherry cannot and does not, however, guarantee that the actual Timelines will not vary from the Preliminary Timelines stated.

### 6.2 Preliminary Timeline Summary

**Table 7** below provides a summary of the estimated Preliminary Timelines for each Stage.

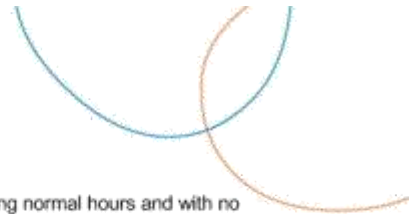
*Table 7 – Preliminary Timeline Summary*

Stage	Element	Duration (weeks)
	Master Grading Stage 1 Site Investigations	2-3
	Master Grading Stage 1 Detailed Design (Consultant)	8-12
	Master Grading Stage 1 Tender Period (Contractor)	2-4
	Master Grading Stage 1 Contractor Engagement	1-3
	Master Grading Stage 1 Construction (Contractor)	12-16
	Master Grading Stage 2 Site Investigations	1-2
	Master Grading Stage 2 Detailed Design (Consultant)	4-8
	Master Grading Stage 2 Tender Period (Contractor)	2-4
	Master Grading Stage 2 Contractor Engagement	1-2
	Master Grading Stage 2 Construction (Contractor)	6-10
1	Stage 1 – Works – Site Investigations	1-2
1	Stage 1 – Works – Detailed Design (Consultant)	4-8
1	Stage 1 – Works – Tender Period (Contractor)	2-4
1	Stage 1 – Works – Contractor Engagement	1-2
1	Stage 1 – Works – Construction (Contractor)	8-12
2	Stage 2 – Works – Site Investigations	1-2



Stage	Element	Duration (weeks)
2	Stage 2 – Works – Detailed Design (Consultant)	10-16
2	Stage 2 – Works – Tender Period (Contractor)	2-4
2	Stage 2 – Works – Contractor Engagement	1-2
2	Stage 2 – Works – Construction (Contractor)	16-24
3	Stage 3 – Works – Site Investigations	2-3
3	Stage 3 – Works – Detailed Design (Consultant)	16-20
3	Stage 3 – Works – Tender Period (Contractor)	3-6
3	Stage 3 – Works – Contractor Engagement	1-3
3	Stage 3 – Works – Construction (Contractor)	20-32
4	Stage 4 – Works – Site Investigations	1-2
4	Stage 4 – Works – Detailed Design (Consultant)	10-16
4	Stage 4 – Works – Tender Period (Contractor)	2-4
4	Stage 4 – Works – Contractor Engagement	1-2
4	Stage 4 – Works – Construction (Contractor)	12-20
5	Stage 5 – Works – Site Investigations	2-3
5	Stage 5 – Works – Detailed Design (Consultant)	16-20
5	Stage 5 – Works – Tender Period (Contractor)	3-6
5	Stage 5 – Works – Contractor Engagement	1-3
5	Stage 5 – Works – Construction (Contractor)	20-32
	Existing Pavement Upgrades Site Investigations	4-6
	Existing Pavement Upgrades Detailed Design (Consultant)	24-36
	Existing Pavement Upgrades Tender Period (Contractor)	4-6
	Existing Pavement Upgrades Contractor Engagement	2-4
	Existing Pavement Upgrades Construction (Contractor)	40-60





The timeframes provided are based on a single Contractor with one work front, working normal hours and with no allowance for an accelerated program.

An accelerated program involving multiple contracts and/or multiple work fronts undertaken concurrently and/or under extended working hours (i.e. 2 shifts per day for 7 days per week or night works etc) could be developed to expedite the delivery of particular elements, but would attract additional costs and may not be justified if airport operational constraints are flexible.

### 6.3 Accuracy of Preliminary Timelines

The accuracy of the Preliminary Timelines is considered to be up to 30% too high to 30% too low.

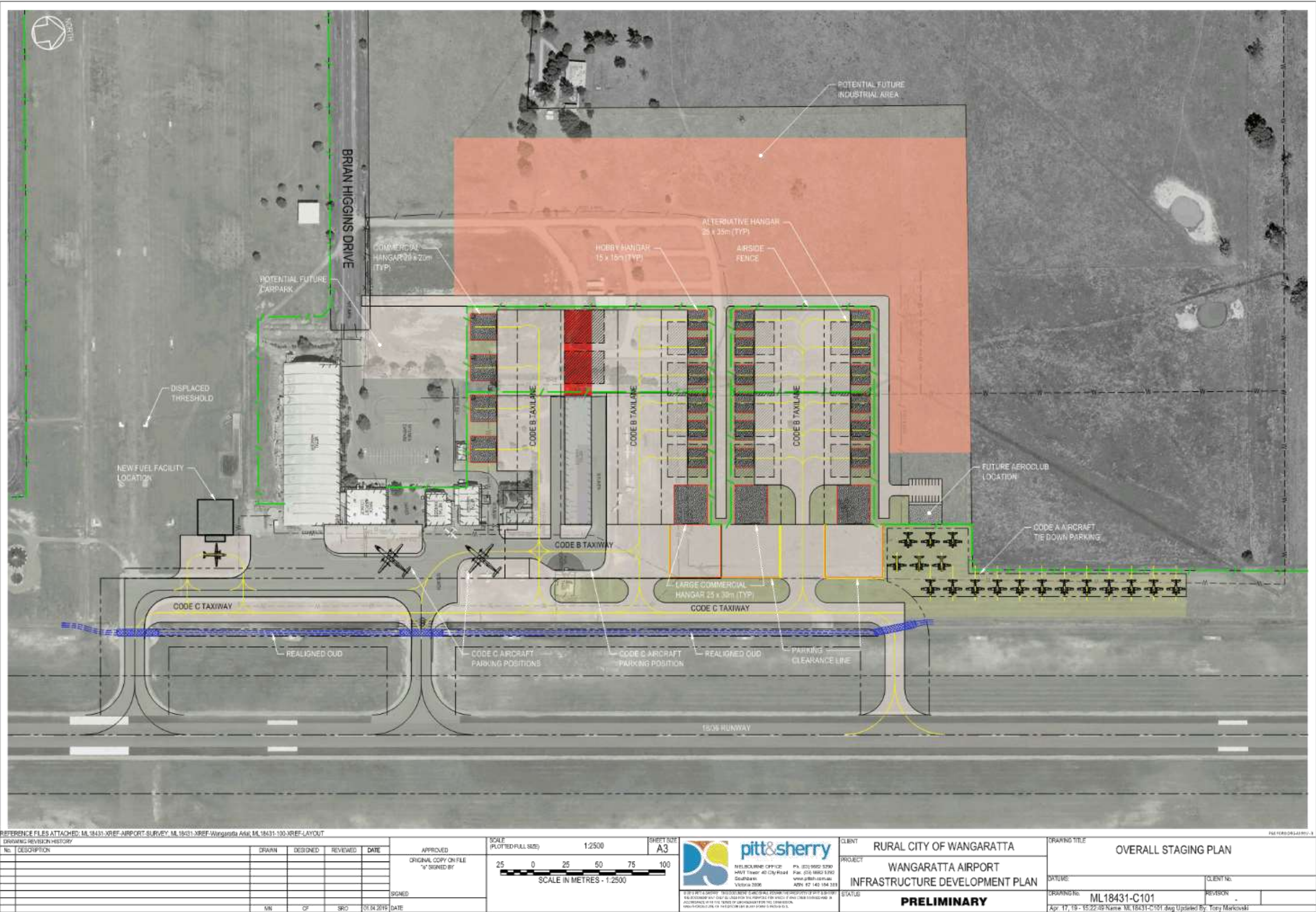
The accuracy has been determined based upon the limitations identified in **Section 6.1**.



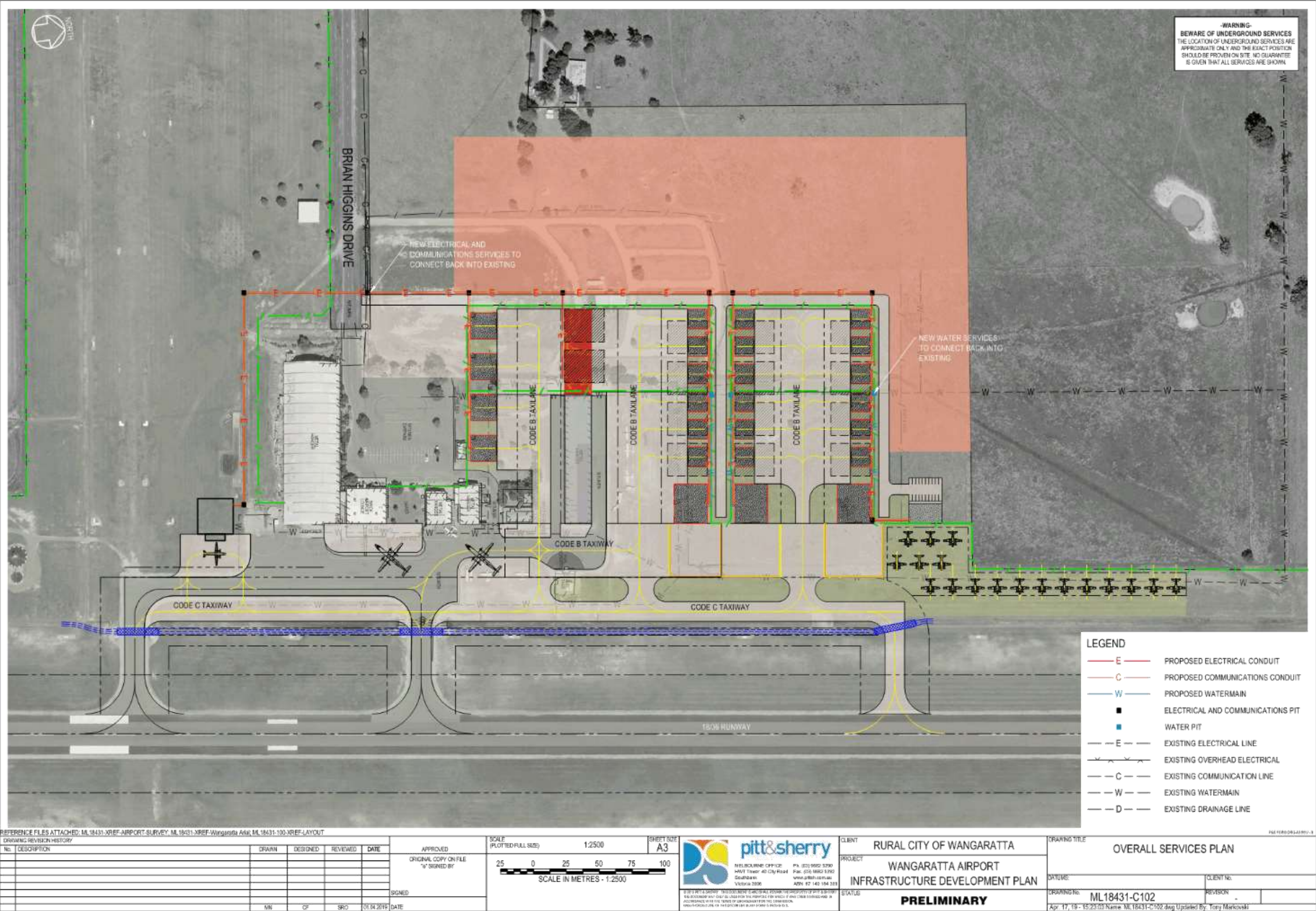
# Concept Drawings

Appendix A

ref: ML18431 - Wangaratta Airport Infrastructure Development Plan Rev B/CF/SO











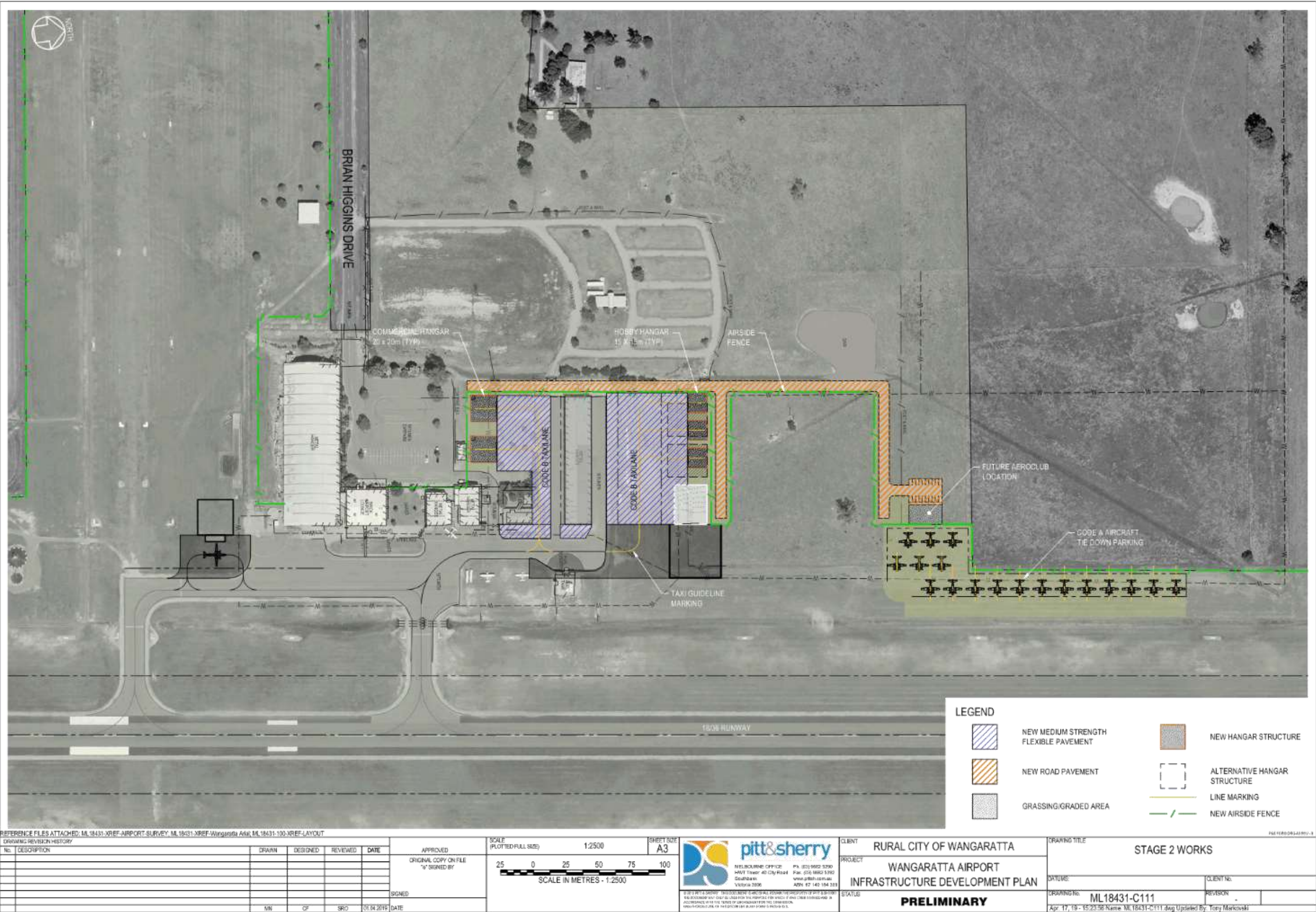
































# Indicative Budget Cost Estimates

Appendix B

ref: ML18431 - Wangaratta Airport Infrastructure Development Plan Rev B/CF/SO

Indicative Budget Cost Estimate Summary  
Wangaratta Airport Development Plan  
ML18431

**pitt&sherry**

Section	Description	Estimated Cost
Sections A and B	Master Grading Stage 1	\$1,630,925
Sections C and D	Master Grading Stage 2	\$926,775
Sections E and F	Stage 1 - Works	\$965,590
Sections G and H	Stage 2 - Works	\$2,291,260
Sections I and J	Stage 3 - Works	\$3,601,195
Sections K and L	Stage 4 - Works	\$1,144,120
Sections M and N	Stage 5 - Works	\$3,045,470
Sections O and P	Existing Pavement Upgrades - Works	\$8,158,670
<b>Subtotal</b>		<b>\$21,764,005</b>
<b>GST</b>		<b>\$2,176,401</b>
<b>Total including GST</b>		<b>\$23,940,406</b>

**Notes**

1. Pitt&sherry considers indicative budget cost estimates to be a first cost indication (at current prices at the date created) with no allowances for other fees, other Airport related costs and contingencies. This indicative budget cost estimate is intended as a guide only for pre-feasibility and planning purposes, it is not an estimate and may not be quoted as such. Indicative budget cost estimates are prepared using broad cost parameters (eg. earthworks and pavements on a cost per square metre basis). Since pitt&sherry has no control over the cost of labour, materials, equipment or services furnished by others, contractor methods of determining prices, competitive bidding or market conditions, any opinion or indicative budget cost estimates prepared by pitt&sherry are made on the basis of our experience and represents pitt&sherry's judgement as experienced and qualified professional engineers. pitt&sherry cannot and does not, however, guarantee that proposals, bids or actual construction costs will not vary from the stated indicative budget cost estimates.

2. Indicative Budget Cost Estimate level of accuracy +/- 30%

Revision	Issued	Date
A	Preliminary	23 April 2019
B	Final	22 May 2019

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Master Grading Stage 1					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section A Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$60,000.00	\$60,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$40,000.00	\$40,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$20,000.00	\$20,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$2,500.00	\$2,500
5	Preparation and maintenance of Safety Plan	Item	1	\$2,500.00	\$2,500
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$2,500.00	\$2,500
7	Preparation and maintenance of Program	Item	1	\$2,500.00	\$2,500
8	Maintenance of haul roads	Item	1	\$10,000.00	\$10,000
9	Provision of "As Constructed" Drawings	Item	1	\$10,000.00	\$10,000
10	Management of the stockpile	Item	1	\$25,000.00	\$25,000
11	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$5,000.00	\$5,000
<b>Subtotal</b>	<b>Section A</b>				<b>\$185,000</b>
<b>Section B Master Grading Stage 1</b>					
1	Excavate to subgrade level and cart to stockpile on site	m3	88,515	\$5.00	\$442,575
2	Remove from stockpile, place topsoil 100mm nominal and compact	m3	8,855	\$5.00	\$44,275
3	Concrete encase existing services or lower as required (PROVISIONAL QUANTITY)	m	2,000	\$150.00	\$300,000
4	Excavate to allow for diversion of existing open unlined drain (OUD). Backfill and replace where material was removed and make good	m3	450	\$20.00	\$9,000
5	Supply, deliver and install new 2.2m high security perimeter fencing (typ.). Inclusive of staged approach to fencing works (PROVISIONAL QUANTITY)	m	7,255	\$65.00	\$471,575
6	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	385	\$50.00	\$19,250
7	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	385	\$50.00	\$19,250
8	Supply, deliver and install 1200mm x 900mm electrical and comms pits, including all excavation, backfilling and connections	No.	7	\$10,000.00	\$70,000
9	Supply, deliver and install 100mm potable water pipes, inclusive of all required trenching, pits and connections (PROVISIONAL QUANTITY) replacement/upgrade of existing infrastructure	m	1,500	\$50.00	\$75,000
<b>Subtotal</b>	<b>Section B</b>				<b>\$1,430,925</b>
<b>Total</b>	<b>Sections A and B</b>				<b>\$1,630,925</b>

Indicative Budget Cost Estimates					
Wangaratta Airport Development Plan					
Master Grading Stage 2					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section C: Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$30,000.00	\$30,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$25,000.00	\$25,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$15,000.00	\$15,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$2,500.00	\$2,500
5	Preparation and maintenance of Safety Plan	Item	1	\$2,500.00	\$2,500
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$2,500.00	\$2,500
7	Preparation and maintenance of Program	Item	1	\$2,500.00	\$2,500
8	Maintenance of haul roads	Item	1	\$5,000.00	\$5,000
9	Provision of "As Constructed" Drawings	Item	1	\$7,500.00	\$7,500
10	Management of the stockpile	Item	1	\$15,000.00	\$15,000
11	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$5,000.00	\$5,000
<b>Subtotal</b>	<b>Section C</b>				<b>\$112,500</b>
<b>Section D: Master Grading Stage 2</b>					
1	Excavate to subgrade level and cart to stockpile on site	m3	32,255	\$5.00	\$161,275
2	Supply, deliver and install 675mm dia. RCP, Class 4, including all trenching and backfill works required	m	1,290	\$500.00	\$645,000
3	Supply, deliver and install tripple cell 675mm headwall	No.	2	\$4,000.00	\$8,000
<b>Subtotal</b>	<b>Section D</b>				<b>\$814,275</b>
<b>Total</b>	<b>Sections C and D</b>				<b>\$926,775</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 1 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section E Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$15,000.00	\$15,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$15,000.00	\$15,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$10,000.00	\$10,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$2,500.00	\$2,500
5	Preparation and maintenance of Safety Plan	Item	1	\$2,500.00	\$2,500
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$2,500.00	\$2,500
7	Preparation and maintenance of Program	Item	1	\$2,500.00	\$2,500
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$10,000.00	\$10,000
11	Provision of "As Constructed" Drawings	Item	1	\$7,500.00	\$7,500
12	Management of the stockpile	Item	1	\$5,000.00	\$5,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$5,000.00	\$5,000
<b>Subtotal</b>	<b>Section E</b>				<b>\$102,500</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 1 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section F - Stage 1 - Works</b>					
	<u>Code A/B Pavement</u>				
1	Supply, deliver and place 7/10mm bituminous spray seal wearing course	m2	4,500	\$20.00	\$90,000
2	Supply, deliver and place Prime Coat	m2	2,500	\$4.00	\$10,000
3	Supply, deliver and place 100mm Fine Crushed Rock Base Course (Class 1)	m2	2,500	\$20.00	\$50,000
4	Supply, deliver and place 150mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	2,500	\$20.00	\$50,000
5	Compaction and proof rolling of subgrade	m2	4,500	\$3.00	\$13,500
	<u>Large Commercial Hangar</u>				
6	Supply, deliver and erect 25m x 30m x 8m hangar structure (strato type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	1	\$115,000.00	\$115,000
7	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	750	\$105.00	\$78,750
8	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	1	\$15,000.00	\$15,000
9	Supply, deliver and install external hangar lighting (LED)	Item	1	\$2,500.00	\$2,500
10	Supply, deliver and install internal Kitchenette	Item	1	\$10,000.00	\$10,000
	<u>Line Marking (supply, deliver and install 2 coats)</u>				
11	Taxi guidelines (yellow, continuous; 1 x 150mm wide)	m	260	\$4.00	\$1,040
12	Parking clearance lines (yellow/red/yellow, continuous; 3 x 150mm wide)	m	125	\$6.00	\$750
	<u>Fuel Facility Relocation</u>				
13	Remove and relocate above ground double-skin fuel storage tanks, 2 x 27,600L, 27m x 27m fenced area. Inclusive of fuel tanks, bowlers, connections and safety facilities	Item	1	\$150,000.00	\$150,000
14	Supply, deliver and install concrete pavement foundations and bunding for fuel facility, 100mm thick, 40MPa, 50mm sand compacted under slab with waterproof membrane. Includes the supply, deliver and install of all interceptors, drainage pits and pipes	m2	730	\$105.00	\$76,650
15	Supply, deliver and install fuel resistant membrane	m2	1,640	\$10.00	\$16,400
16	Displaced threshold for Runway 09/27	Item	1	\$1,500.00	\$1,500
	<u>Services and Utilities</u>				
17	Supply, deliver and install 100mm potable water pipes, inclusive of all required connections	m	70	\$50.00	\$3,500
18	Supply, deliver and install 600mm x 600mm water junction pits, including all excavation, backfilling and connections	No.	1	\$5,000.00	\$5,000
19	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	410	\$50.00	\$20,500
20	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	410	\$50.00	\$20,500
21	Supply, deliver and install 1200mm x 900mm electrical and comms pits, including all excavation, backfilling and connections	No.	2	\$10,000.00	\$20,000
	<u>PROVISIONAL QUANTITIES</u>				
22	Excavate to subgrade level and cart to stockpile on site. Excavation only if not completed as part of Master Grading Stage 1	m3	11,250	\$10.00	\$112,500
<b>Subtotal</b>	<b>Section F</b>				<b>\$963,080</b>
<b>Subtotal</b>	<b>Sections E and F</b>				<b>\$1963,580</b>



Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 2 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section G Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$35,000.00	\$35,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$45,000.00	\$45,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$25,000.00	\$25,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$2,500.00	\$2,500
5	Preparation and maintenance of Safety Plan	Item	1	\$2,500.00	\$2,500
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$2,500.00	\$2,500
7	Preparation and maintenance of Program	Item	1	\$2,500.00	\$2,500
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$15,000.00	\$15,000
11	Provision of "As Constructed" Drawings	Item	1	\$10,000.00	\$10,000
12	Management of the stockpile	Item	1	\$10,000.00	\$10,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$7,500.00	\$7,500
<b>Subtotal</b>	<b>Section G</b>				<b>\$182,500</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 2 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section H - Stage 2 - Works</b>					
	<u>Code A/B Pavement</u>				
1	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	1,820	\$220.00	\$400,400
2	Supply, deliver and place Prime Coat	m2	12,635	\$4.00	\$50,540
3	Supply, deliver and place 100mm Fine Crushed Rock Base Course (Class 1)	m2	12,635	\$20.00	\$252,700
4	Supply, deliver and place 150mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	12,635	\$20.00	\$252,700
5	Compaction and proof rolling of subgrade	m2	12,635	\$3.00	\$37,905
	<u>Road Pavement (Including Aeroclub Carpark)</u>				
6	Supply, deliver and place 7/10mm bituminous spray seal wearing course	m2	4,735	\$10.00	\$47,350
7	Supply, deliver and place Prime Coat	m2	4,735	\$4.00	\$18,940
8	Supply, deliver and place 300mm Fine Crushed Rock Base Course (Class 2) (2 layers)	m2	4,735	\$30.00	\$142,050
	<u>Commercial Hangar</u>				
9	Supply, deliver and erect 20m x 20m x 6m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	2	\$80,000.00	\$160,000
10	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	800	\$105.00	\$84,000
11	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	2	\$5,000.00	\$10,000
12	Supply, deliver and install external hangar lighting (LED)	Item	2	\$1,500.00	\$3,000
13	Supply, deliver and install internal office 3m x 3m nominal	Item	2	\$8,000.00	\$16,000
	<u>Hobby Hangar</u>				
14	Supply, deliver and erect 15m x 15m x 4m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	3	\$60,000.00	\$180,000
15	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	675	\$105.00	\$70,875
16	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	3	\$5,000.00	\$15,000
	<u>Line Marking (supply, deliver and install 2 coats)</u>				
17	Taxi guidelines (yellow; continuous; 1 x 150mm wide)	m	485	\$4.00	\$1,940
18	Carpark bays (white; continuous; 1 x 150mm wide)	m	90	\$4.00	\$360
	<u>Aeroclub Relocation</u>				
19	Remove existing aeroclub building structure and relocate to new site on new concrete foundations inclusive of all utility connections	Item	1	\$60,000.00	\$60,000
20	Supply, deliver and install concrete pavement foundations for aeroclub building	No.	20	\$500.00	\$10,000
	<u>Services and Utilities</u>				
21	Supply, deliver and install 100mm potable water pipes, inclusive of all required connections	m	160	\$50.00	\$8,000
22	Supply, deliver and install 600mm x 600mm water junction pits, including all excavation, backfilling and connections	No.	2	\$5,000.00	\$10,000
23	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	350	\$50.00	\$17,500
24	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	350	\$50.00	\$17,500
	<u>PROVISIONAL QUANTITIES</u>				
25	Excavate to subgrade level and cart to stockpile on site. Excavation only if not completed as part of Master Grading Stage 1	m3	24,200	\$10.00	\$242,000
<b>Subtotal</b>	<b>Section H</b>				<b>\$2,108,760</b>
<b>Subtotal</b>	<b>Sections G and H</b>				<b>\$2,291,380</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 3 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section 1 - Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$80,000.00	\$80,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$70,000.00	\$70,000
3	Site Dismobilisation including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$40,000.00	\$40,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$5,000.00	\$5,000
5	Preparation and maintenance of Safety Plan	Item	1	\$5,000.00	\$5,000
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$5,000.00	\$5,000
7	Preparation and maintenance of Program	Item	1	\$5,000.00	\$5,000
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$20,000.00	\$20,000
11	Provision of "As Constructed" Drawings	Item	1	\$15,000.00	\$15,000
12	Management of the stockpile	Item	1	\$25,000.00	\$25,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$20,000.00	\$20,000
<b>Subtotal</b>	<b>Section 1</b>				<b>\$315,000</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 3 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section J - Stage 3 - Works</b>					
<u>Code A/B Pavement</u>					
1	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	710	\$220.00	\$156,200
2	Supply, deliver and place Prime Coat	m2	5,905	\$4.00	\$23,620
3	Supply, deliver and place 100mm Fine Crushed Rock Base Course (Class 1)	m2	5,905	\$20.00	\$118,100
4	Supply, deliver and place 150mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	5,905	\$20.00	\$118,100
5	Compaction and proof rolling of subgrade	m2	5,905	\$3.00	\$17,715
<u>Code C Pavement</u>					
6	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	1,710	\$220.00	\$376,200
7	Supply, deliver and place Prime Coat	m2	14,200	\$4.00	\$56,800
8	Supply, deliver and place 180mm Fine Crushed Rock Base Course (Class 1)	m2	14,200	\$30.00	\$426,000
9	Supply, deliver and place 180mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	14,200	\$25.00	\$355,000
10	Supply, deliver and place 100mm Cement Treated Crushed Rock Sub-Base Course (Class 2)	m2	14,200	\$20.00	\$284,000
11	Compaction and proof rolling of subgrade	m2	14,200	\$3.00	\$42,600
<u>Large Commercial Hangar</u>					
12	Supply, deliver and erect 25m x 30m x 8m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	2	\$115,000.00	\$230,000
13	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	1,500	\$105.00	\$157,500
14	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	2	\$15,000.00	\$30,000
15	Supply, deliver and install external hangar lighting (LED)	Item	2	\$2,500.00	\$5,000
16	Supply, deliver and install internal kitchenette	Item	2	\$10,000.00	\$20,000
<u>Line Marking (supply, deliver and install 2 coats)</u>					
17	Taxi guidelines (yellow, continuous; 1 x 150mm wide)	m	1,150	\$4.00	\$4,600
18	Parking clearance lines (yellow/red/yellow, continuous; 3 x 150mm wide)	m	210	\$6.00	\$1,260
<u>Services and Utilities</u>					
19	Supply, deliver and install 100mm potable water pipes, inclusive of all required connections	m	70	\$50.00	\$3,500
20	Supply, deliver and install 600mm x 600mm water junction pits, including all excavation, backfilling and connections	No.	1	\$5,000.00	\$5,000
21	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	150	\$50.00	\$7,500
22	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	150	\$50.00	\$7,500
23	Realignment of the existing OUD drain. Nominal 1m depth, 1m wide base, batter slopes max. 1 in 5 each side	m	700	\$30.00	\$21,000
24	Supply, deliver and install double cell 675mm headwall	No.	3	\$3,000.00	\$9,000
<u>PROVISIONAL QUANTITIES</u>					
25	Excavate to subgrade level and cart to stockpile on site. Excavation only if not completed as part of Master Grading Stage 1	m3	45,000	\$10.00	\$450,000
26	Demolition and removal of all existing Non-Directional Beacon infrastructure, including all necessary site investigations. The demolition and removal of all underground services (including capping as required) and footings, and all above ground buildings and general structures and legally disposing of all materials off site. Includes all site remediation necessary, including topsoiling and grassing as required	Item	1	\$360,000.00	\$360,000
<b>Subtotal</b>	<b>Section J</b>				<b>\$3,266,195</b>
<b>Total</b>	<b>Sections I and J</b>				<b>\$3,601,195</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 4 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section K - Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$15,000.00	\$15,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$15,000.00	\$15,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$10,000.00	\$10,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$2,500.00	\$2,500
5	Preparation and maintenance of Safety Plan	Item	1	\$2,500.00	\$2,500
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$2,500.00	\$2,500
7	Preparation and maintenance of Program	Item	1	\$2,500.00	\$2,500
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$10,000.00	\$10,000
11	Provision of "As Constructed" Drawings	Item	1	\$7,500.00	\$7,500
12	Management of the stockpile	Item	1	\$5,000.00	\$5,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$5,000.00	\$5,000
<b>Subtotal</b>	<b>Section K</b>				<b>\$102,500</b>

Section L	Stage 4 - Works				
	<u>Code A/B Pavement</u>				
1	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	660	\$220.00	\$145,200
2	Supply, deliver and place Prime Coat	m2	5,490	\$4.00	\$21,960
3	Supply, deliver and place 100mm Fine Crushed Rock Base Course (Class 1)	m2	5,490	\$20.00	\$109,800
4	Supply, deliver and place 150mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	5,490	\$20.00	\$109,800
5	Compaction and proof rolling of subgrade	m2	5,490	\$3.00	\$16,470
	<u>Hobby Hangar</u>				
6	Supply, deliver and erect 15m x 15m x 4m hangar structure (strato type galvanised steel), inclusive of structural supports, panels, doors and roofing	Item	6	\$60,000.00	\$360,000
7	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	1,350	\$105.00	\$141,750
8	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	6	\$5,000.00	\$30,000
	<u>Line Marking (supply, deliver and install 2 coats)</u>				
9	Taxi guidelines (yellow; continuous; 1 x 150mm wide)	m	410	\$4.00	\$1,640
	<u>Services and Utilities</u>				
10	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	30	\$50.00	\$1,500
11	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	30	\$50.00	\$1,500
	<u>PROVISIONAL QUANTITIES</u>				
12	Excavate to subgrade level and cart to stockpile on site. Excavation only if not completed as part of Master Grading Stage 1	m3	10,200	\$10.00	\$102,000
<b>Subtotal</b>	<b>Section L</b>				<b>\$1,041,620</b>
<b>Subtotal</b>	<b>Sections K and L</b>				<b>\$1,144,120</b>



Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 5 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section M</b>	<b>Preliminaries</b>				
1	Surveying of proposed area of works and setout during construction	Item	1	\$45,000.00	\$45,000
2	Site Establishment including mobilisation of materials and equipment, establishment of basic site offices and amenities, security fencing and site clearing	Item	1	\$50,000.00	\$50,000
3	Site Disestablishment including demobilisation of materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$30,000.00	\$30,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$3,000.00	\$3,000
5	Preparation and maintenance of Safety Plan	Item	1	\$3,000.00	\$3,000
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$3,000.00	\$3,000
7	Preparation and maintenance of Program	Item	1	\$3,000.00	\$3,000
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$20,000.00	\$20,000
11	Provision of "As Constructed" Drawings	Item	1	\$12,500.00	\$12,500
12	Management of the stockpile	Item	1	\$15,000.00	\$15,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$10,000.00	\$10,000
<b>Subtotal</b>	<b>Section M</b>				<b>\$219,500</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Stage 5 - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section N Stage 5 - Works</b>					
	<u>Code A/B Pavement</u>				
1	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	1,510	\$220.00	\$332,200
2	Supply, deliver and place Prime Coat	m2	12,550	\$4.00	\$50,200
3	Supply, deliver and place 100mm Fine Crushed Rock Base Course (Class 1)	m2	12,550	\$20.00	\$251,000
4	Supply, deliver and place 150mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	12,550	\$20.00	\$251,000
5	Compaction and proof rolling of subgrade	m2	12,550	\$3.00	\$37,650
	<u>Road Pavement</u>				
6	Supply, deliver and place 2 coat bituminous spray seal wearing course	m2	4,280	\$10.00	\$42,800
7	Supply, deliver and place Prime Coat	m2	4,280	\$4.00	\$17,120
8	Supply, deliver and place 300mm Fine Crushed Rock Base Course (Class 2) (2 layers)	m2	4,280	\$30.00	\$128,400
9	Compaction and proof rolling of subgrade	m2	4,280	\$3.00	\$12,840
	<u>Commercial Hangar</u>				
10	Supply, deliver and erect 20m x 20m x 6m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	2	\$80,000.00	\$160,000
11	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	800	\$105.00	\$84,000
12	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	2	\$5,000.00	\$10,000
13	Supply, deliver and install external hangar lighting (LED)	Item	2	\$1,500.00	\$3,000
14	Supply, deliver and install internal office 3m x 3m nominal	Item	2	\$8,000.00	\$16,000
	<u>Existing Hangar Extension</u>				
15	Supply, deliver and erect 20m x 65m x 4m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	1	\$300,000.00	\$300,000
16	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	1,300	\$105.00	\$136,500
17	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	3	\$8,000.00	\$24,000
	<u>Hobby Hangar</u>				
18	Supply, deliver and erect 15m x 15m x 4m hangar structure (stratco type galvanised steel). Inclusive of structural supports, panels, doors and roofing	Item	9	\$60,000.00	\$540,000
19	Supply, deliver and install concrete pavement foundations for hangar, 200mm thick, 40MPa SL 102 mesh, 50mm sand compacted under slab with waterproof membrane.	m2	2,025	\$105.00	\$212,625
20	Supply, deliver and install electrical fitout inclusive of internal lighting (LED) and power connections	Item	9	\$5,000.00	\$45,000
	<u>Line Marking (supply, deliver and install 2 coats)</u>				
21	Taxi guidelines (yellow, continuous; 1 x 150mm wide)	m	840	\$4.00	\$3,360
	<u>Services and Utilities</u>				
22	Supply, deliver and install 50mm dia. electrical conduits and cabling, inclusive of all required connections	m	70	\$50.00	\$3,500
23	Supply, deliver and install 50mm dia. communications conduits and cabling, inclusive of all required connections	m	70	\$50.00	\$3,500
	<u>PROVISIONAL QUANTITIES</u>				
24	Excavate to subgrade level and cart to stockpile on site. Excavation only if not completed as part of Master Grading Stage 2	m3	32,255	\$5.00	\$161,275
<b>Subtotal</b>	<b>Section N</b>				<b>\$2,825,970</b>
<b>Total</b>	<b>Sections M and N</b>				<b>\$3,945,470</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Existing Pavement Upgrades - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section I - Preliminaries</b>					
1	Surveying of proposed area of works and setout during construction	Item	1	\$130,000.00	\$130,000
2	Site Establishment including mobilisation of plant, materials and equipment, establishment of site offices and amenities, security fencing and site clearing	Item	1	\$230,000.00	\$230,000
3	Site Dismobilisation including demobilisation of plant, materials and equipment, disestablishment of site offices and amenities, security fencing and site cleanup	Item	1	\$180,000.00	\$180,000
4	Preparation and maintenance of Project Quality Plan	Item	1	\$10,000.00	\$10,000
5	Preparation and maintenance of Safety Plan	Item	1	\$10,000.00	\$10,000
6	Preparation and maintenance of Site Environmental Management Plan	Item	1	\$10,000.00	\$10,000
7	Preparation and maintenance of Program	Item	1	\$10,000.00	\$10,000
8	Submission of asphalt mix design and materials test results	Item	1	\$10,000.00	\$10,000
9	Paving Trial - supply, deliver and place variable thickness size 14mm asphalt (AAPA Performance Specification) (PROVISIONAL QUANTITY)	Item	1	\$15,000.00	\$15,000
10	Maintenance of haul roads	Item	1	\$50,000.00	\$50,000
11	Provision of "As Constructed" Drawings	Item	1	\$25,000.00	\$25,000
12	Management of the stockpile	Item	1	\$50,000.00	\$50,000
13	Ongoing overheads and other costs not included elsewhere in the schedule	Item	1	\$50,000.00	\$50,000
<b>Subtotal</b>	<b>Section I</b>				<b>\$785,000</b>

Indicative Budget Cost Estimates Wangaratta Airport Development Plan Existing Pavement Upgrades - Works					
pitt&sherry					
Item/Code	Description	Units	Quantity	Rate (\$)	Estimated Cost
<b>Section P - Existing Pavement Upgrades - Works</b>					
	<u>Runway 18/36 Strengthening Overlay/Reconstruction</u>				
1	Texture, clean and proof roll the existing runway surface	m2	70,000	\$6.00	\$420,000
2	Supply, deliver and place 150mm Fine Crushed Rock Base Course (Class 1)	m2	12,550	\$25.00	\$313,750
3	Supply, deliver and place Prime Coat	m2	70,000	\$4.00	\$280,000
4	Supply, deliver and place variable thickness (nominal 50mm) 14mm nominal size asphalt	tonnes	12,000	\$260.00	\$3,120,000
5	Grooving of new pavement surface	m2	70,000	\$5.00	\$350,000
6	Survey, remove and reinstall existing runway lights in accordance with the requirements of MOS Part 139	Item	1	\$50,000.00	\$50,000
7	Survey, setout and reinstall all runway line marking in accordance with the requirements of MOS Part 139 (2 coats)	Item	1	\$150,000.00	\$150,000
8	Excavate and construct a new open unlined drain (OUD) nominal 3m wide, 1m deep, outside of the runway graded strip as part of the overlay and regrading works	m3	5,000	\$15.00	\$75,000
	<u>Taxiways Strengthening Overlay/Reconstruction</u>				
9	Demolish and remove material to subgrade level and cart to on site stockpile during the work period as directed and to the approval of the Superintendent	m2	2,510	\$50.00	\$125,500
	<u>Code C Pavement</u>				
10	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	300	\$220.00	\$66,000
11	Supply, deliver and place Prime Coat	m2	2,510	\$4.00	\$10,040
12	Supply, deliver and place 180mm Fine Crushed Rock Base Course (Class 1)	m2	2,510	\$30.00	\$75,300
13	Supply, deliver and place 180mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	2,510	\$25.00	\$62,750
14	Supply, deliver and place 100mm Cement Treated Crushed Rock Sub-Base Course (Class 2)	m2	2,510	\$20.00	\$50,200
15	Compaction and proof rolling of subgrade	m2	2,510	\$3.00	\$7,530
16	Survey, remove and reinstall existing taxiway lights in accordance with the requirements of MOS Part 139	Item	1	\$10,000.00	\$10,000
17	Survey and reinstall taxi guidelines and edge lines (yellow, continuous; 1 x 150mm wide)(2 coats)	m	600	\$4.00	\$2,400
	<u>Apron Strengthening Overlay/Reconstruction</u>				
18	Demolish and remove material to subgrade level and cart to on site stockpile during the work period as directed and to the approval of the Superintendent	m2	13,200	\$50.00	\$660,000
	<u>Code C Pavement</u>				
19	Supply, deliver and place 50mm thick 14mm nominal size asphalt	tonnes	1,590	\$220.00	\$349,800
20	Supply, deliver and place Prime Coat	m2	13,200	\$4.00	\$52,800
21	Supply, deliver and place 180mm Fine Crushed Rock Base Course (Class 1)	m2	13,200	\$30.00	\$396,000
22	Supply, deliver and place 180mm Fine Crushed Rock Sub-Base Course (Class 2)	m2	13,200	\$25.00	\$330,000
23	Supply, deliver and place 100mm Cement Treated Crushed Rock Sub-Base Course (Class 2)	m2	13,200	\$20.00	\$264,000
24	Compaction and proof rolling of subgrade	m2	13,200	\$3.00	\$39,600
25	Survey, remove and reinstall existing taxiway lights in accordance with the requirements of MOS Part 139	Item	1	\$10,000.00	\$10,000
26	Survey and reinstall taxi guidelines and edge lines (yellow, continuous; 1 x 150mm wide)(2 coats)	m	2,000	\$4.00	\$8,000
27	Supply, deliver and place topsoil 100mm nominal and compact to design surface levels	m2	10,000	\$10.00	\$100,000
<b>Subtotal</b>	<b>Section P</b>				<b>\$7,378,670</b>
<b>Total</b>	<b>Sections O and P</b>				<b>\$8,158,870</b>

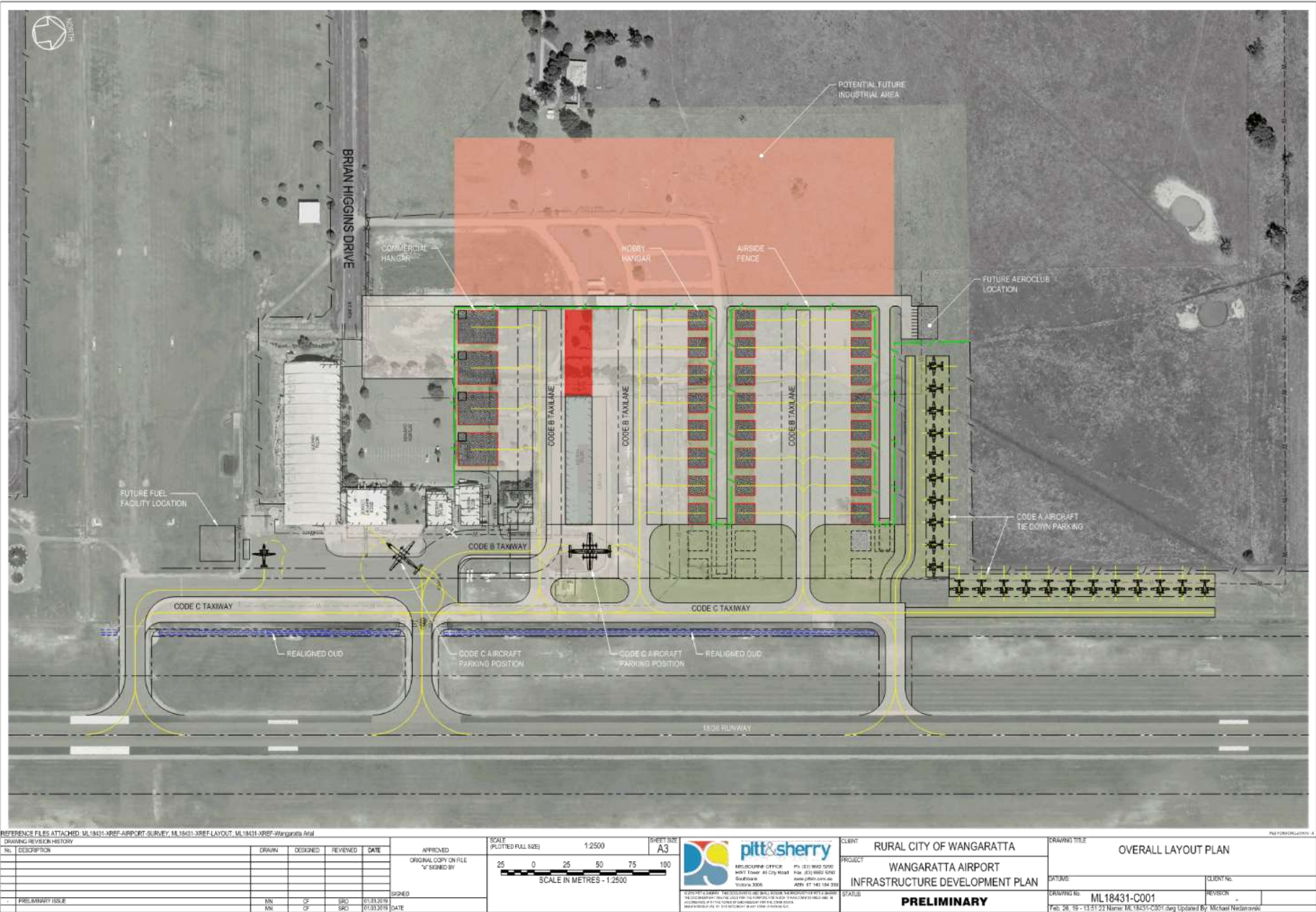


# Concept Drawing Development (History)

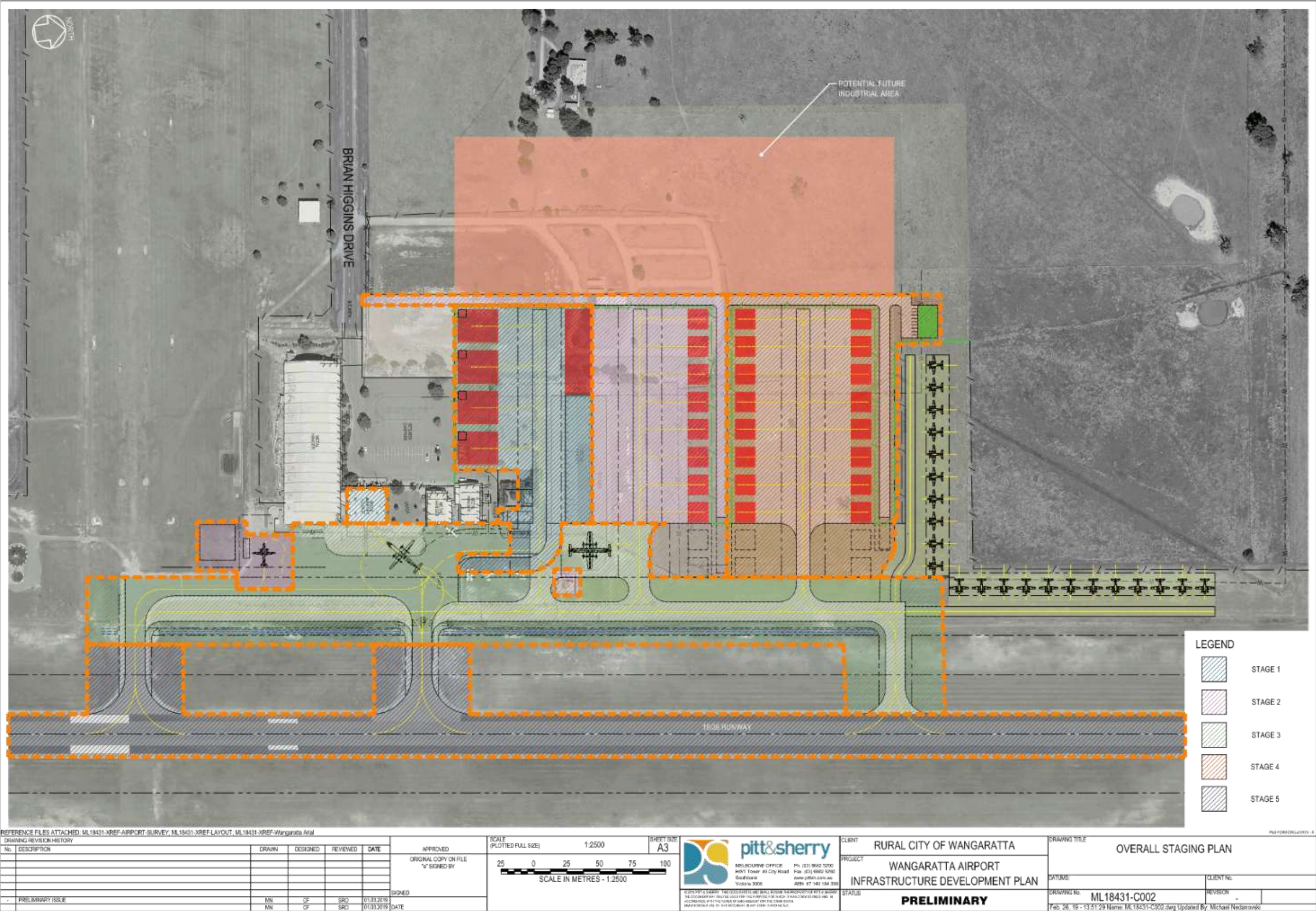
Appendix C

ref: ML18431 - Wangaratta Airport Infrastructure Development Plan Rev B/CF/SO

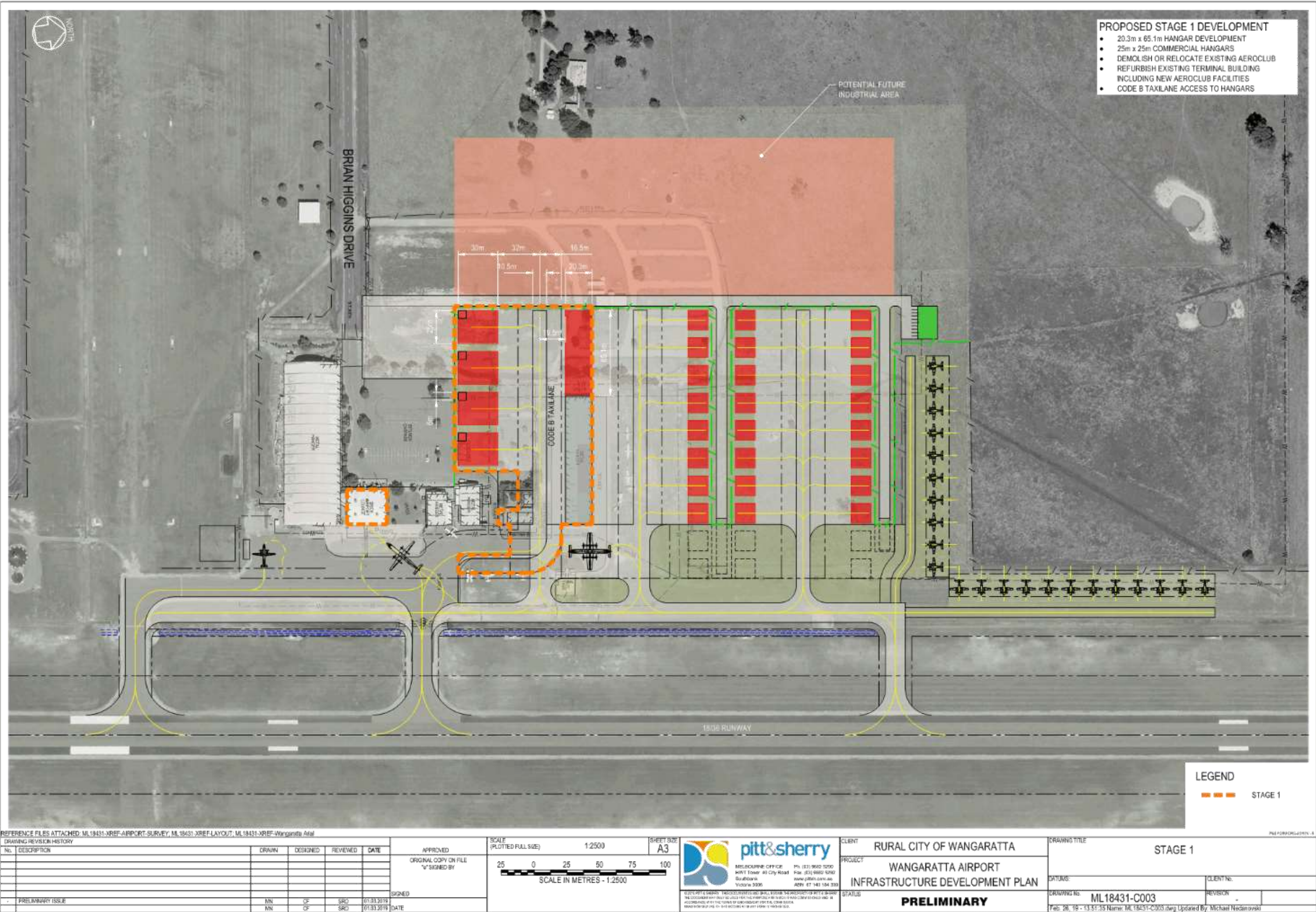




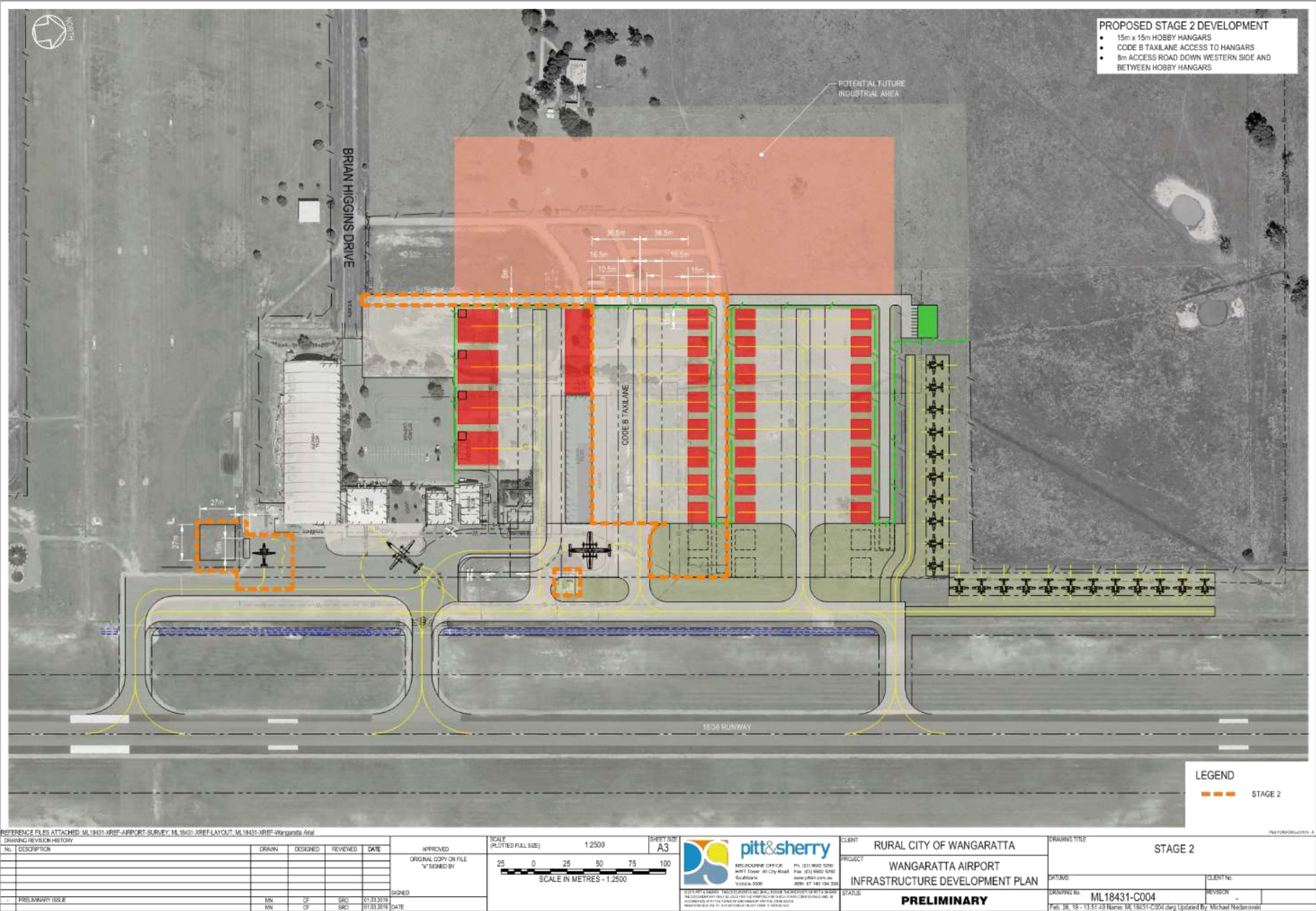




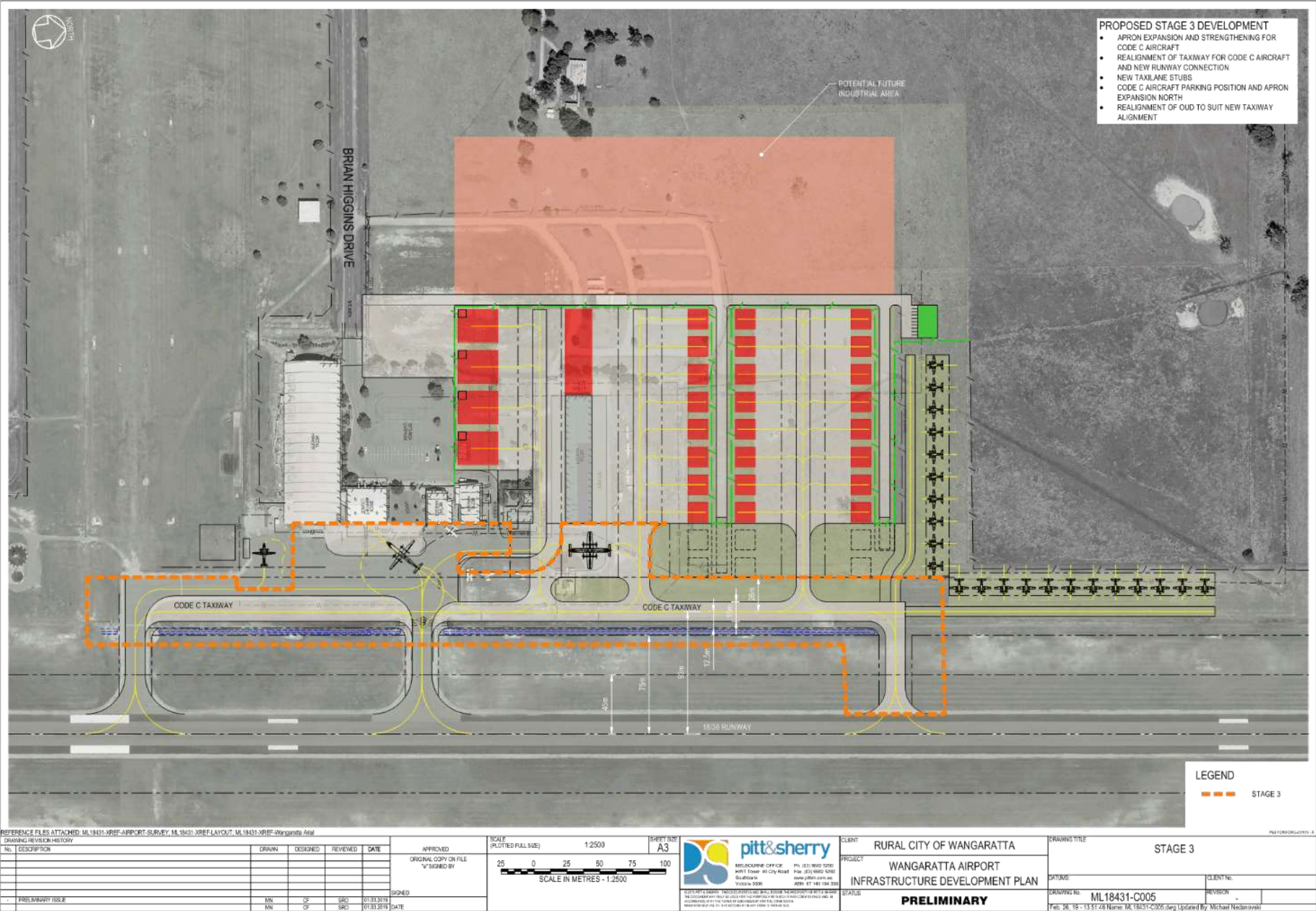




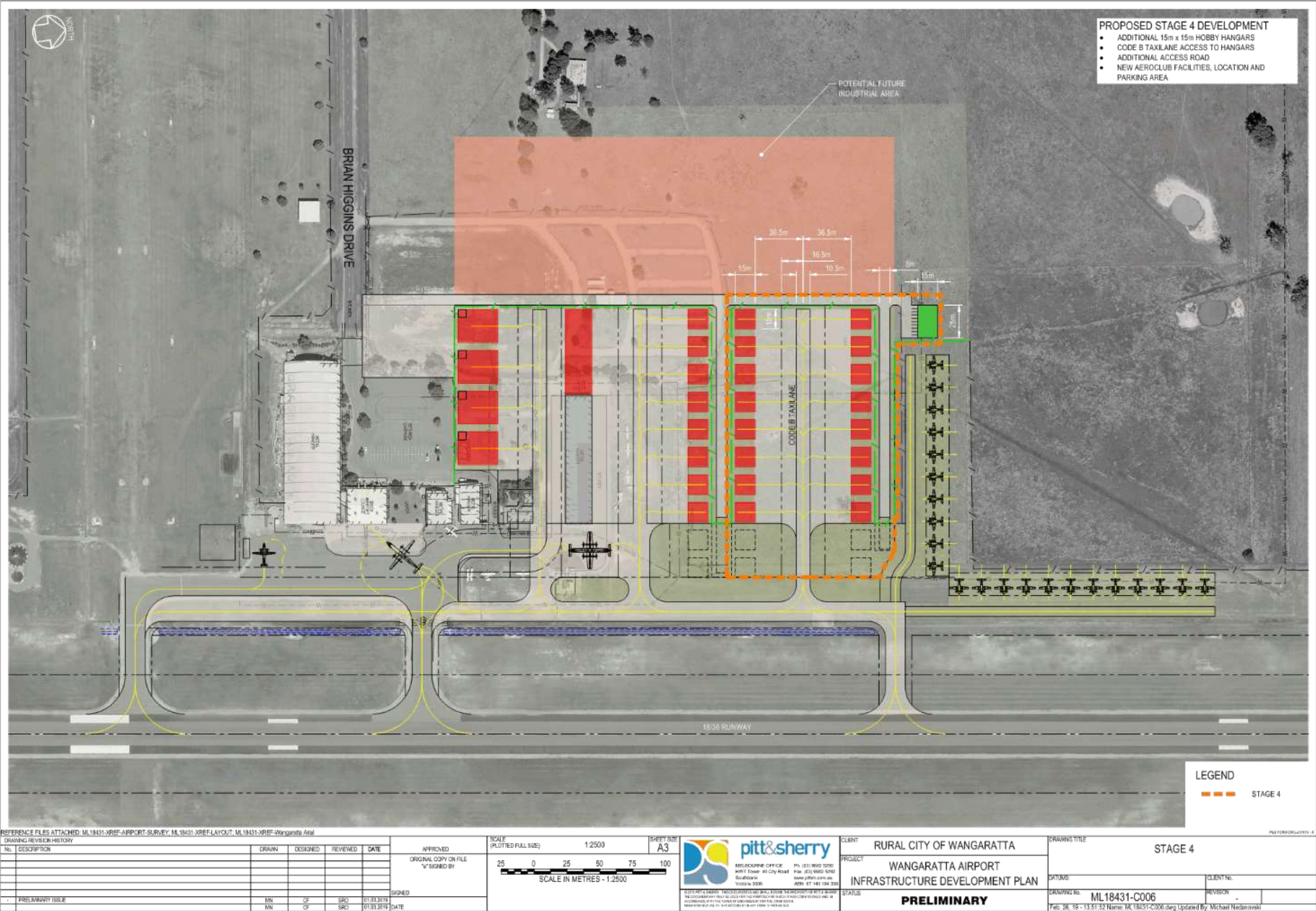




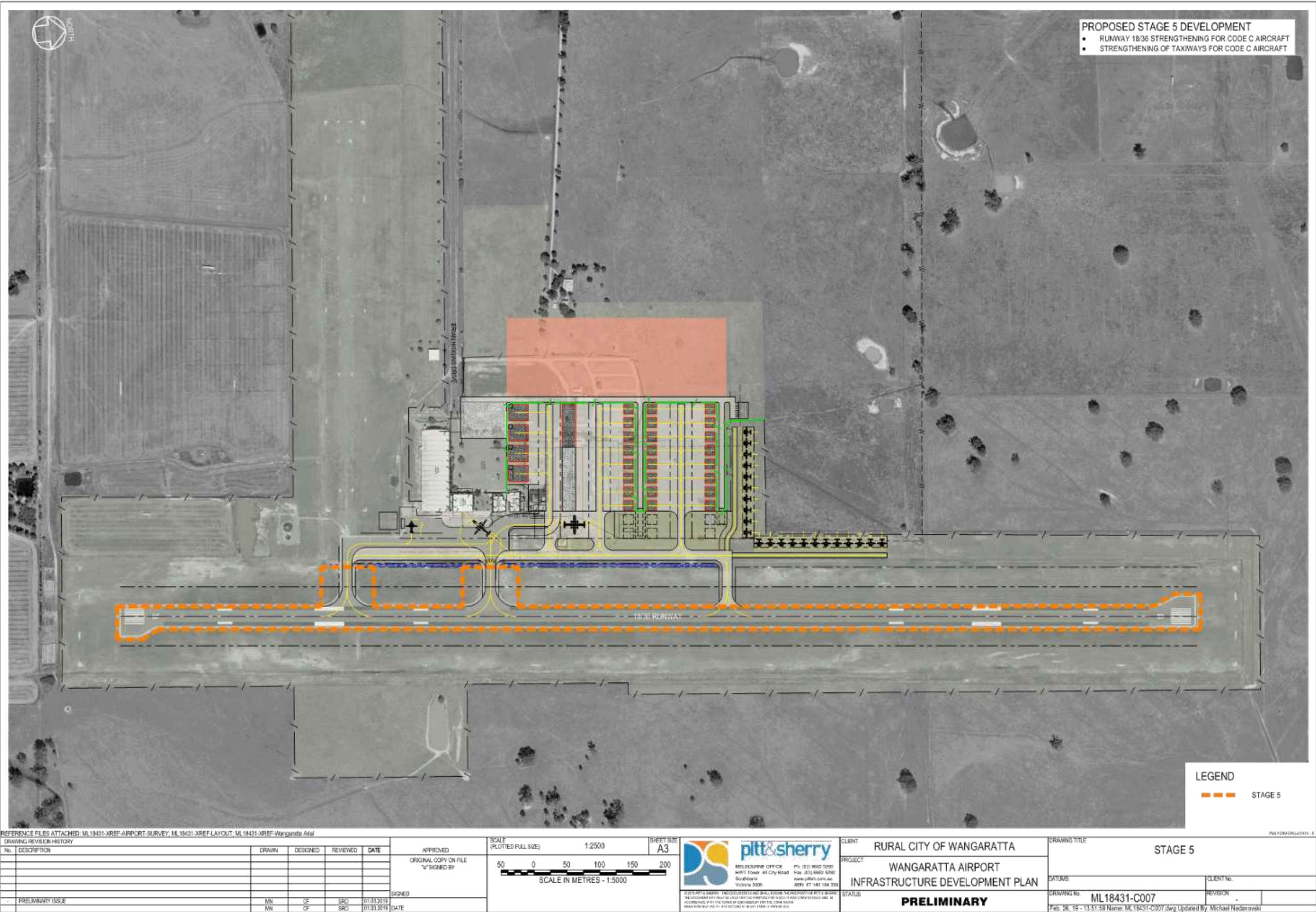


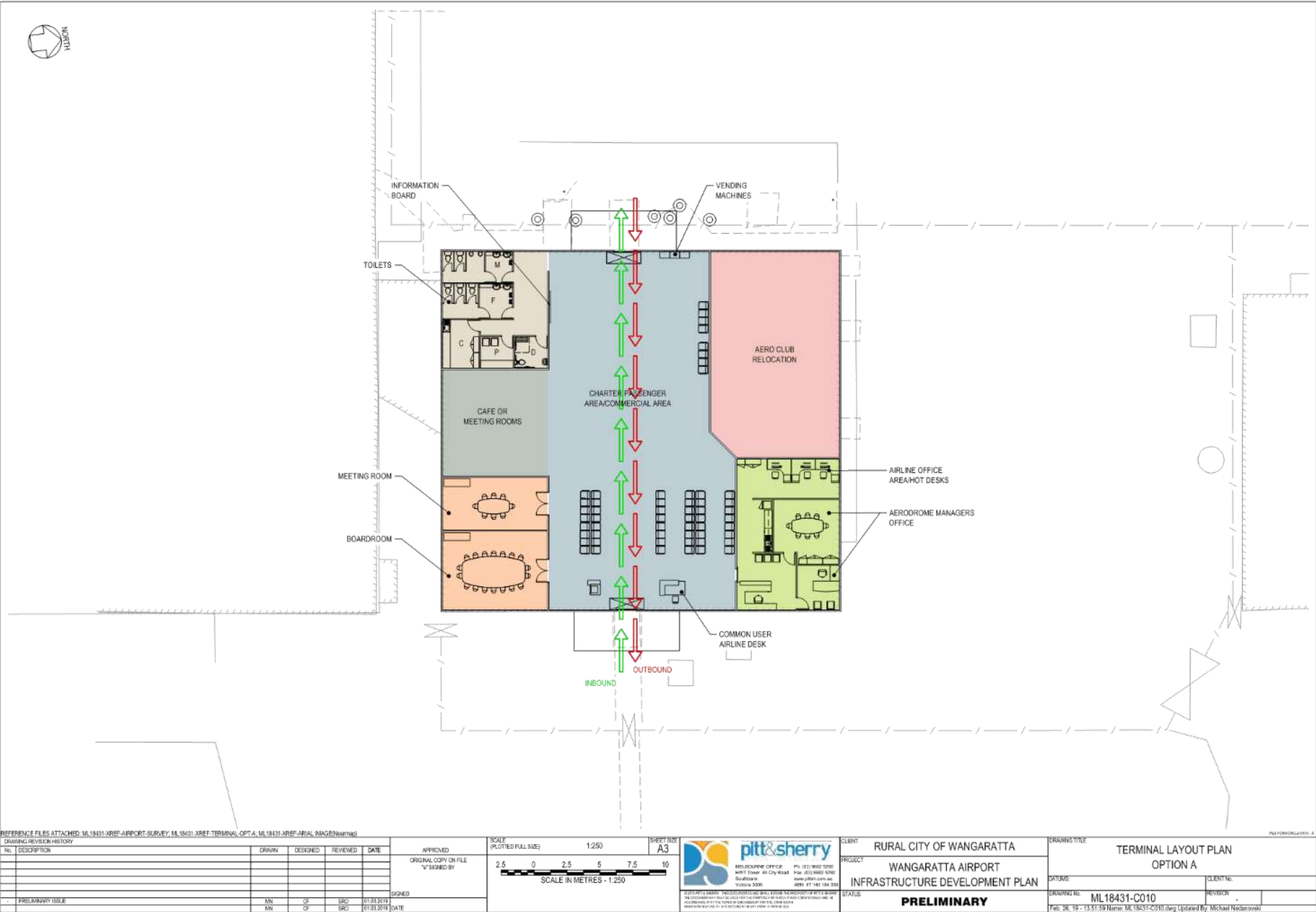




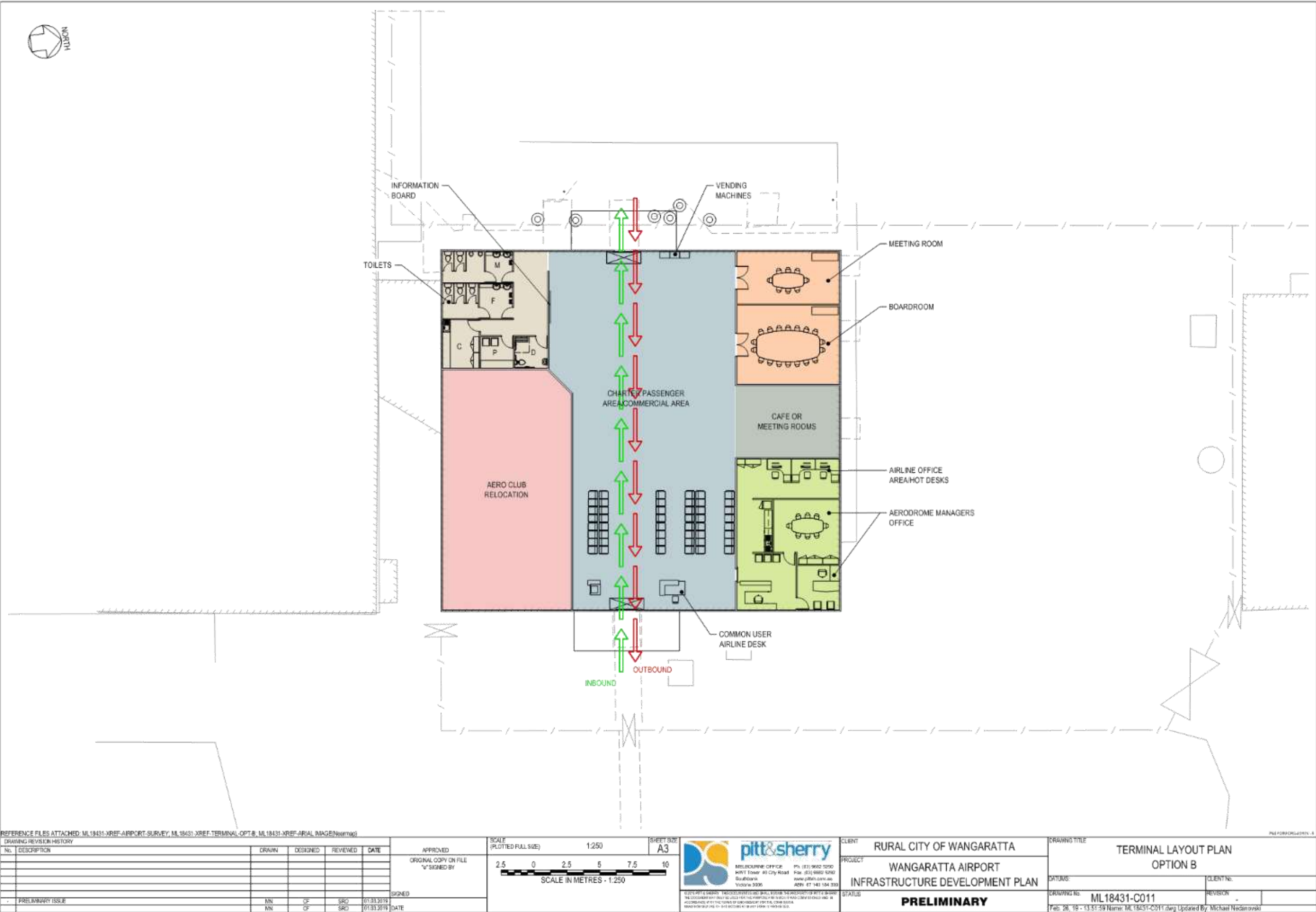


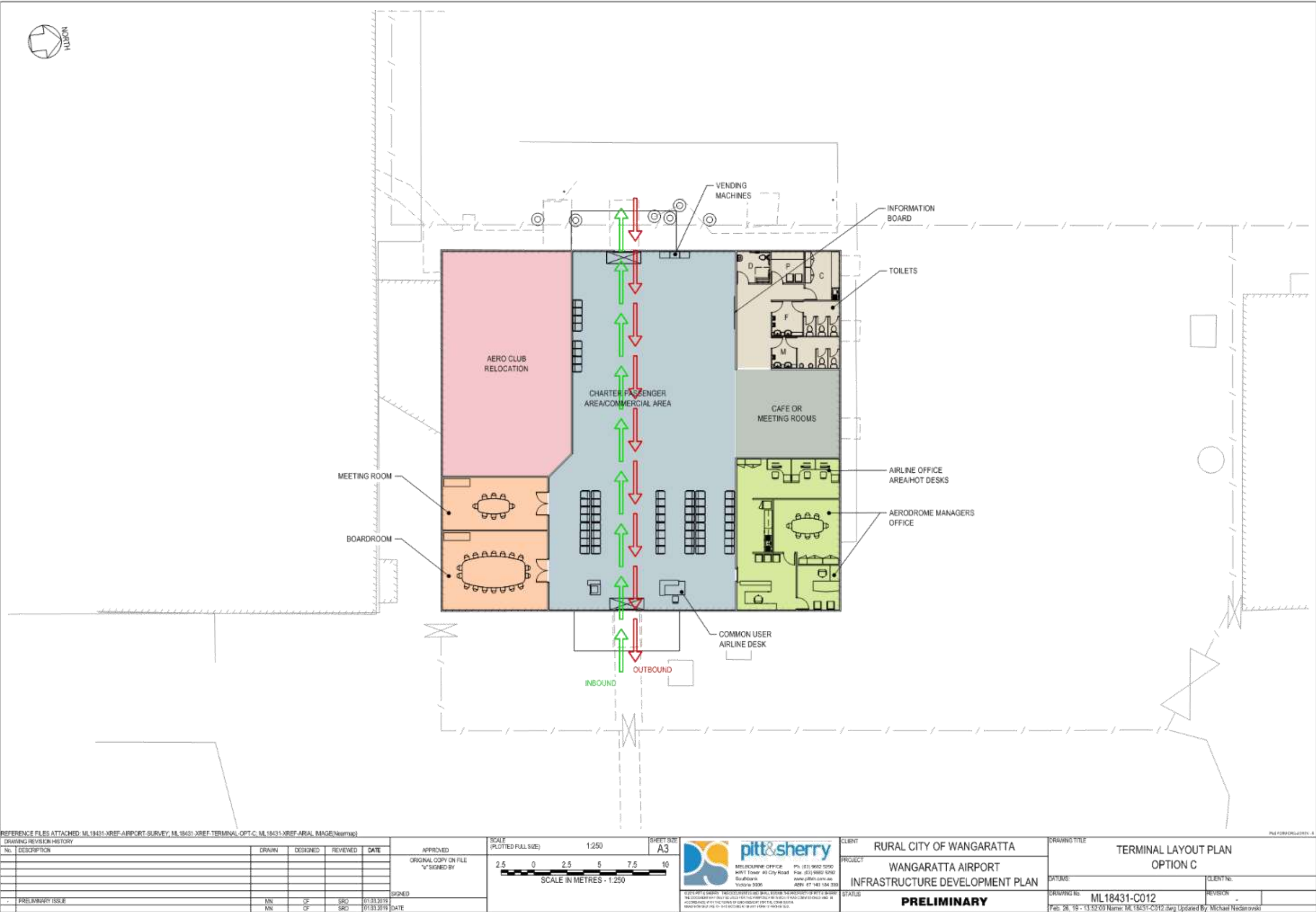












**SUMMARY OF STAGED WORK – WANGARATTA AIRPORT INFRASTRUCTURE DEVELOPMENT PLAN****Stage 1 Works**

- Limited services upgrade (water, electrical, drainage, communications)
- Earthworks to level the site for airside development
- 1 x Commercial Hangar (25m x 30m)
- Airside apron pavement for access to the Commercial Hangar (2,500 sqm)
- Fuel facility relocation.
- Line marking.
- Security fencing.
- Site preparation for privately constructed hobby hangars (3).

**Stage 2 Works**

- Code A/B Pavement
- Road pavement and Aeroclub carpark
- 2 x Commercial Hangars (20m x 20m)
- Line marking
- Aeroclub relocation
- Services and utilities

**Stage 3 Works**

- Code A/B pavement
- Code C pavement
- 2 x Commercial Hangars (25m x 30m)
- Line marking
- Services & utilities

**Stage 4 Works**

- Code A/B pavement
- 6 x Hobby hangars
- Line marking
- Services and utilities

**Stage 5 Works**

- Code A/B Pavement
- Road pavement
- 2 x Commercial Hangars (20m x 20m)
- Existing hangar extension
- 9 x Hobby Hangars
- Line marking
- Services and utilities

**Existing pavement upgrade works**

- Runway 18/36 Strengthening
- Taxiways Strengthening
- Code C pavement
- Apron strengthening



Sub Folder S18/249



## Assembly of Councillors

Date: 13 May 2019

Meeting: Councillors Briefing Forum

Commenced: 2.00pm

**Councillors:**

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Executive Team:**

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Officers:****Apologies:**

**Presenters:** Ruth Kneebone, Sarah Thompson, Loretta Carroll, Colin McClounan – Into Our Hands Foundation Penny Hargrave – Manager Arts Culture and Events, Jaime Chubb – Director Community Wellbeing, Alan Clark – Director Infrastructure Services

**Conflict of interest:**

**Meeting Closed at: 6.15pm**

Sub Folder S18/249



## Assembly of Councillors

Date: 20 May 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Officers:

Apologies: N/A

**Presenters:** Anthony Smith – Manager Finance, Andrew Collie PMO Project Manager, Marcus Goonan – Manager Infrastructure Planning & Delivery, Marsha McMonigle – Technical Services Coordinator, Harriet Stone – Project Manager

**Conflict of interest:** N/A

**Meeting Closed at:** 5.58pm

Sub Folder S18/249



## Assembly of Councillors

Date: 27 May 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart – DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Officers:

**Apologies:** Cr Ken Clarke, Cr Mark Currie

**Presenters:** Janelle Stein - Governance & Reporting Advisor, Harriet Stone – Project Manager, Marcus Goonan – Manager Infrastructure Planning & Delivery, Anthony Smith – Manager Finance, Simone Nolan - Gallery Director, Penny Hargrave – Manager Arts Culture & Events, Jaime Chubb – Director Community & Wellbeing

**Conflict of interest:** N/A

**Meeting Closed at: 6.13pm**

Sub Folder S18/249



## Assembly of Councillors

**Date:** 3 June 2019

**Meeting:** Councillors Briefing Forum

**Commenced:** 3pm

**Councillors:**

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Executive Team:**

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Officers:**

**Apologies:** Cr Mark Currie, Cr Ken Clarke

**Presenters:** Celeste Brockwell – Manager Strategy Growth & Environment, Janine Rolles – Economic Development & Tourism Coordinator, Travis Vincent – Business Investment & Development Officer, Nicole O’Keefe – Waste Management Coordinator, Marcus Goonan – Manager Infrastructure Planning & Delivery

**Conflict of interest:** N/A

**Meeting Closed at:** 5.05pm



## Assembly of Councillors

Date: 11<sup>th</sup> June 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Officers: N/A**

**Apologies:**

### Presenters:

Jamie Reid – Manager Field Services, Nathan Mullane – Project Manager, Marcus Goonan – Manager Infrastructure, planning and delivery.

**Conflict of interest: N/A**

**Meeting Closed at: 5.37pm**





62-68 Owens Street  
P.O. Box 238  
WANGARATTA VIC 3676  
Telephone: (03) 5722 0888  
Fax: (03) 5721 9526  
E-mail: council@wangaratta.vic.gov.au

**PLACE NAMING COMMITTEE MEETING**  
**Tuesday 21 May 2019**  
**Warby Room, Wangaratta Government Centre @ 10.00am**

## MINUTES

File No: S19/731

<b>1. PRESENT</b>	Neil Ottaway, Alan Clark, Sandra Dalton, Andy Kimber, Julie Allen, Marg Pullen, Beryl Bellis, Jon Steele, Ben Watts, Stephen Fims, Clare Cowdrey
<b>CHAIRPERSON</b>	<b>MOTION:</b> <i>That Alan Clark chair today's meeting in Cr Clarke's absence.</i> Moved: Julie Allen Seconded: Marg Pullen <div style="text-align: right;">Carried</div>
<b>2. APOLOGIES</b>	Cr Ken Clarke, Ken Jenvey, Val Gleeson.  Stephen Fims providing GIS knowledge replacing Jane Kays.  <b>MOTION:</b> <i>That apologies be accepted.</i> Moved: Marg Pullen Seconded: Ben Watts <div style="text-align: right;">Carried</div>
<b>3. CONFLICT OF INTEREST DECLARATIONS</b>	Nil.
<b>4. MINUTES OF PREVIOUS MEETING (previously circulated)</b>	<b>MOTION:</b> <i>That the minutes of the meeting held on 26 February 2019 be confirmed as a true and accurate record of the proceedings of the meeting.</i> Moved: Beryl Bellis Seconded: Julie Allen <div style="text-align: right;">Carried</div>



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BUSINESS ARISING	
<p><b>5.1</b> Feature naming in Rural City of Wangaratta.</p>	<p>Internal mapping project to be undertaken prior to bringing to Committee for research work. Remove from Agenda.</p>
<p><b>5.2</b> Subdivision off Worland Road, Wangaratta – refer attached (Road 2 connects 2 sections of Willow Drive).</p>	<p>Magpie not accepted by developer. Options of Cormorant or Bowerbird agreed to via email.</p> <p><b>MOTION:</b> <i>That names provided via email are approved.</i> Moved: Ben Watts Seconded: Neil Ottaway</p> <p style="text-align: right;">Carried</p>
<p><b>5.3</b> Naming of laneways in the CBD – request for naming of Carpark No. 2 laneways.</p>	<p>Maps showing Council owned laneways tabled. Decided that Committee select theme and names and undertake community consultation.</p> <p><b>MOTION:</b> <i>That the laneways shown on the maps be named using listed ANZAC names.</i> Moved: Ben Watts Seconded: Andy Kimber</p> <p style="text-align: right;">Carried</p> <p><b>MOTION:</b> <i>That a sub-committee be formed to consider which ANZAC names be allocated to laneways. Members are Neil Ottaway, Julie Allen and Marg Pullen.</i> Moved: Julie Allen Seconded: Beryl Bellis</p> <p style="text-align: right;">Carried</p>
<p><b>5.4</b> Naming of roads in growth area developments.</p>	<p><b>MOTION: (26 February 2019)</b> It is preferred that future themes/ names chosen for subdivisions be indigenous flora or fauna or Anzac Names from the compiled list.</p> <p>A number of options were discussed. Having themes for development areas is preferred by the Committee. Clare Cowdrey to provide timelines for development areas to the next meeting. Other members to consult with networks to consider appropriate themes/ names.</p>



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6. NEW BUSINESS	
<p>6.1 Subdivision 27 – 31 Worland Road, Wangaratta – further extension of Willow Drive to create through road.</p>	<p>Developer proposed names for roadway do not adhere to the Naming Rules. Letter received from previous landowner.</p> <p><b>MOTION:</b> <i>The proposal is not supported as it does not meet the requirements of the Naming Rules. Advise the developer to propose a name that meets the requirements or choose a name from those previously provided by the Committee.</i> Moved: Julie Allen Seconded Neil Ottaway Carried</p>
<p>6.2 Naming of new bridge at Cruse Street, Wangaratta (opening end-July).</p>	<p>The Committee considers that a significant name relevant to the Turf Club, given its location would be appropriate. Must adhere to the Naming Rules.</p> <p><b>MOTION:</b> <i>Write to Turf Club seeking a significant name that could be used for naming the bridge.</i> Moved: Marg Pullen Seconded: Julie Allen Carried</p>
7. OTHER BUSINESS (not listed on the agenda)	
<p>Meeting dates changed to 2<sup>nd</sup> Tuesday of August and November 2019 to avoid a clash for Cr Clarke.</p> <p>Meeting closed 11.00am</p>	
8. NEXT MEETING	Tuesday 13 August 2019 at 10.00am in the Warby Room, WGC

# Minutes

## Of the Audit Advisory Committee Meeting

**Location:** Ovens Room, Municipal Offices  
62-68 Ovens Street, Wangaratta

**Date:** 11 September 2018

**Time:** 3PM



Brendan McGrath  
Chief Executive Officer





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**Rural City of Wangaratta (RCOW) Audit Advisory Committee**

*The attributes of an effective Audit Advisory Committee Member include:*

- *Shows good judgement and is balanced in their consideration of issues and takes a whole of entity perspective;*
- *Knows the business of the entity; understands the role of the committee and the expectations of Council; takes the time to understand changes that affect how the entity operates and its risks;*
- *Brings knowledge and expertise to bear in committee deliberations;*
- *Displays a constructive and positive attitude in dealings with other committee members, committee advisors and observers;*
- *Is a good communicator, builds effective networks and relationships while maintaining necessary confidences;*
- *Devotes sufficient time to committee business; and*
- *Displays independence of mind on committee deliberations and asks the 'hard' questions when necessary.*

**Recommendations for Improvement from Audit Advisory Committee 2016/2017 Self-Assessment**

The following are recommended actions for improvement:

1. Continue to utilise the new risk management software to ensure an ongoing focus on completing the outstanding recommendations from previous internal and external audits in the proposed timeframes and also monitoring and reporting to the committee the status of these outstanding recommendations.
2. Continue to apply increased focus on ensuring an appropriate accountability framework is maintained to ensure the implementation of the internal and external audit recommendations are completed in reasonable timeframes, to the appropriate level, and ongoing controls are established to ensure the implemented solutions remain effective going forward and do not lapse.
3. Continued focus on the achievement of the action items by the proposed dates with communication to committee members between meetings as appropriate. Monthly communication of the status of the recommendations and action items to the Committee Chair to assist with achieving this improvement.
4. The Committee continue to meet in advance of the formal meeting to discuss the workings of the Committee and to meet with the internal and external auditors as appropriate to discuss specific points prior to the meeting proper.
5. The Committee continue to request that other RCoW Directors attend the relevant parts of the Committee meetings.

6. Continue to aim to keep the focus on ensuring that practices, processes and controls are in place and working effectively, rather than delving too much into the detail, apart from circumstances where the Committee considers this is warranted.
7. Continue to ensure internal audits provide “Value Add” to the RCOW and pay close attention to audit scopes and the staff and other interviewed, surveyed, etc. during the audits.

**1. PRESENT****Members:**

Mr Peter McNeill - Chair, Ms Rowan O'Hagan, Mayor Ken Clarke

**Officers:**

Martin Thompson - Crowe Horwath/Internal Auditor (left item 6.1),  
Kathie Teasdale - RSD/External Auditor (left item Late Agenda 6.2),  
Gillian Hoysted - Manager People and Governance, Anthea Sloan - Manager  
Finance, Janelle Stein - Governance and Reporting Advisor, Steven Tucker -  
Emergency Management Coordinator (for item 6.5)

**2. ABSENT/APOLOGIES****Members:**

Ms Gayle Lee, Cr Mark Currie

**Officers:**

Alan Clark - Acting Chief Executive Officer, Chris Gillard - Acting Director  
Corporate Services

**3. CONFIRMATION OF MINUTES****RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee have read and confirm the Minutes of  
the Ordinary Meeting of 5 June 2018 as a true and accurate record of the  
proceedings of the meeting.***

**Carried**

**4. CONFLICT OF INTEREST DISCLOSURE**

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a 'conflict of interest' in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

**Disclosure must occur immediately before the matter is considered or discussed.**

Nil

## 5. BUSINESS ARISING

### 5.1 COMMITTEE ACTIONS ITEM STATUS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** People & Governance Manager  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to the Audit Advisory Committee to provide an update on the status of action items arising from prior meetings.

#### **RECOMMENDATION:**

(Moved: Independent Member O'Hagan / Mayor Clarke)

*That the Audit Advisory Committee note the Action Items Report.*

**Carried**

#### Background

As at the June 2018 meeting, there were 6 open action items. At that meeting a further 7 were added (*refer attachment*).

The attachment provides the status of each of the open action items.

#### Implications

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

Reporting on actions identified by the Audit Advisory Committee provides good governance and improved financial and risk management outcomes.

##### **Legal/Statutory**



There are no legal/statutory implications identified for the subject of this report.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **Conclusion**

Action items continue to be effectively dealt with and closed.

### **Attachments**

- 1 Audit Advisory Committee Action Sheet August 2018

### **Discussion**

Regarding item 11 on the Action Sheet, CAMMS training is scheduled to commence on the 19 September 2018. As such, an update will be provided at the next Audit Advisory Committee on the capabilities accessible within CAMMS (e.g. whether CAMMS has contract flagging capabilities).

Additionally, in relation to item 5, Gillian Hoysted Manager People & Governance will present on the outcomes of the Staff Engagement Survey at the next committee meeting.

## 6. REPORTS

### 6.1 AUDIT ACTIONS - STATUS REPORT

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to the Audit Advisory Committee to provide an update on the status of internal and external audit recommendations and actions.

#### **RECOMMENDATION:**

(Moved: Independent Member O'Hagan / Independent Member McNeill)

*That the Audit Advisory Committee notes the update on the status of audit actions.*

**Carried**

#### Background

The Audit Advisory Committee Charter requires that the committee review the extent to which Council and management react to matters raised via internal and external audits by monitoring the implementation of recommendations made by auditors.

In particular, this requires the committee to critically analyse and follow up any management, internal controls, financial reporting and other accountability or governance issues and any other matters relevant under the Committee's Terms of Reference.

Recommendations are made by auditors following completion of internal and external audit reviews by Council's internal auditor, Crowe Horwath, and from the external financial audit of Council by the Auditor General's agent, RSD Advisors.

The status of internal and external audit recommendations are shown in the attachments (*refer Attachments*). Additionally, a summary of all new, existing and completed audit actions is detailed in charts below.

	INTERNAL AUDIT ACTIONS					
	LOW		MEDIUM		HIGH	
	Total	Overdue	Total	Overdue	Total	Overdue
New Audit Action	4	-	4	-	-	-
Existing Audit Action	4	3	14	5	5	3
Completed Audit Action	-	-	1	1	-	-

	EXTERNAL AUDIT ACTIONS					
	LOW		MEDIUM		HIGH	
	Total	Overdue	Total	Overdue	Total	Overdue
New Audit Action	3	-	1	-	1	-
Existing Audit Action	2	2	1	1	1	1
Completed Audit Action	3	2	1	-	-	-

### Implications

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

#### **We are Sustainable**

We provide a robust and transparent governance framework.

#### **Risk Management**

The Acting Director Corporate Services and the Governance and Reporting Advisor are working with managers to close-out long standing actions which are adding to Council's risk profile

#### **Conclusion**

Implementation of recommendations from auditors continues with a significant number of actions now overdue and requiring active intervention.

#### **Attachments**

- 1 Crowe Horwath - Audit Status Report
- 2 External Audit Status Report August 2018
- 3 Internal Audit Status Report - August 2018

#### **Discussion**

The Audit Advisory Committee again emphasised that they would like focus to be given to ensuring detailed progress updates for audit actions (both internal and external) are provided to the Committee. Additionally, they would like to see effort made to drive the importance on finalising audit actions as per the assigned timeframes and delivering outcomes and again stressed the importance of the accountability framework for addressing audit actions.

## 6.2 REVIEW OF COMPLETED INTERNAL AUDIT ACTIONS AUGUST 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to provide an update on progress in undertaking an internal review of completed High and Medium internal audit actions for the period of FY2016 - FY2018.

#### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***The Audit Advisory Committee notes the update and endorses proposed future actions***

**Carried**

### Background

In March 2018, the Audit Advisory Committee determined that reviews of completed internal audit actions performed by the internal auditors, Crowe Horwath, would be brought in-house.

This determination resulted from the presentation of the report – Resources Allocated to Internal Audit.

The Committee sought to have a report generated which included all completed high and medium internal audit findings for the past four years, to enable the monitoring of implemented controls.

The object of the report is to provide assurance to the Audit Advisory Committee that all corrective actions have been implemented for high risk findings.

### Progress

Work was undertaken to identify all completed high and medium priority rated internal audit actions.

Data was obtained from FY2016 through to FY2018.



A report containing all of the completed high and medium risks from internal audits for FY2016 – FY2018 is provided as an attached (**refer Attachments**). Additionally, a summary of the completed internal audit actions is detailed in the table below.

	COMPLETED INTERNAL AUDIT ACTIONS FY16 - FY18		
	MEDIUM	HIGH	TOTAL
FY16	13	10	23
FY17	27	4	31
FY18	17	5	22
	57	19	76

To ensure that a comprehensive report is able to be provided to the Audit Advisory Committee the following is proposed:

1. Further analyse completed high and medium priority rated internal audit actions to enable them to be grouped together by business unit (e.g. Finance, People & Governance, Information Services etc.)
2. Schedule meetings with key stakeholders from each business unit and complete a desktop review of identified completed internal audit actions
3. Provide full assurance review of completed internal audit actions at next Audit Advisory Committee meeting

#### **Implications**

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

##### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

##### **Social**

There are no social impacts identified for the subject of this report.

##### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

#### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

**Goal****We are Sustainable**

We provide a robust and transparent governance framework.

**Risk Management**

When completed, this work will provide assurance to the Committee that risk controls are in place and are contributing to a reduction in risk for Council.

**Conclusion**

Work will continue the review of completed high and medium priority rated internal audit actions.

Completion of the proposed actions will enable a report to be prepared to provide assurance to the Audit Advisory Committee that controls which have been implemented, or changes made to enable the completion of internal audit actions, are still in effect and operating competently to mitigate related risk.

**Attachments**

- 1 Internal Audit Actions FY2016 - FY2018

**Discussion**

The Committee highlighted actions they would like completed as part of this review.

Consideration should be given to the accountability framework which identifies the process by which final sign off is obtained and how best to ensure that controls implemented attribute to the reduction in the risk materialising.

Additionally, the Committee advised that the report should include a Responsible Officer, the date the review of the control occurred and when the control is to be reviewed again.

### 6.3 CASH RECEIPTING RISK ASSESSMENT FINDINGS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Manager Finance  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to the Audit Advisory Committee to provide final findings of the cash receipting risk assessment. The risk assessment was undertaken with the support of the Financial Accounting Coordinator and Finance Trainee.

#### **RECOMMENDATION:**

**(Moved: Independent Member O'Hagan / Mayor Clarke)**

***That the Audit Advisory Committee:***

- 1. Notes the findings of the cash receipting risk review;***
- 2. Note that the final format of the report will be updated to include a description at the front and a summary at the end of the report for historic record purposes; and***
- 3. Note that information will be included in the Status Report to be presented at the next Audit Advisory Committee meeting to provide confirmation that the recommended actions have occurred.***

**Carried**

#### Background

In June 2012 a review of Council's cash security and cash receipting was undertaken by Johnson's MME (***refer attachment***).

This report includes the findings of the internal review of Council's cash receipting practices. No material risks were identified from the review of the cash receipting practices, in some instances due to the low levels of cash handled at some Council offices.

The following items of the scope have been completed:

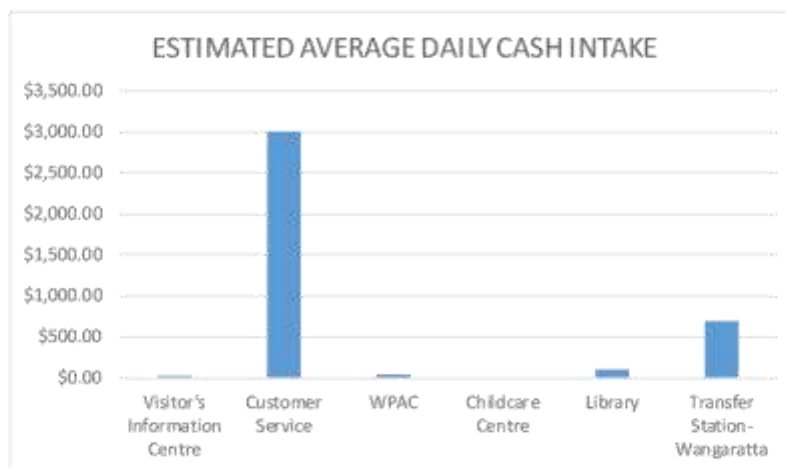
- Discussions with relevant Council officers from the following areas:
  - Finance
  - Wangaratta Government Centre, specifically Customer Service and Planning
  - Wangaratta Performing Arts Centre

- Wangaratta Transfer Station
- Wangaratta Visitor Information Centre
- Wangaratta Children's Services Centre.
- Performed a 'walk through' of Council's cash receipting procedures at relevant sites to assess whether they are consistent with Council's stated policies and procedures;
- Selected a sample of receipting transactions and tested for compliance with Council's established procedure;
- Review of policies and procedures.

### **Findings**

Two key areas of Council receive material amounts of cash daily – customer service at the Wangaratta Government Centre and the Wangaratta Transfer Station. Minimal amounts of cash are regularly handled at Council's other locations.

ESTIMATED AVERAGE DAILY CASH INTAKE	
SITE	AVERAGE DAILY CASH INTAKE
Visitor's Information Centre	\$9.00
Customer Service	\$3,000.00
WPAC	\$46.00
Childcare Centre	Directed to Customer Service
Library	\$103.00
Transfer Station- Wangaratta	\$700.00



11 low risks and four moderate risks were identified from the internal review. Please refer to the attached report for the specific findings and responsibilities and agreed dates for completion. (*refer attachment*). One of the moderate risks has since been completed.

**Implications****Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

Internal policies and procedures support the daily cash receipting processes and will be reviewed, and where necessary updated, as part of this risk review.

**Legal/Statutory**

There are no specific legal or statutory implications that relate to this report. The report considers Council's compliance with its internal policies and procedures.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**Risk Management**

The cash receipting risk review was undertaken with support from the Financial Accounting Coordinator and Finance Trainee. These roles provide daily support to the Council businesses that perform cash handling duties. No high risks were identified from the review.

**Conclusion**

The findings of the cash receipting risk assessment do not suggest any material weaknesses in Council's cash receipting procedures.

**Attachments**

- 1 Findings cash receipting risk assessment
- 2 Internal audit cash receipting 2012

**Discussion**

Anthea Sloan - Manager Finance advised the Committee that no changes had occurred to the number or findings or their assigned ratings.

However, the following two changes had been made to the report:

1. Due dates and responsibility assigned to particular findings; and
2. Commentary included around the review of policies, procedures and relevant documentation.



The Committee requested that these findings are added to the 'Internal Audit Actions' report to ensure they are reported on moving forward.

Additionally, the Committee recommended that the documentation is updated to ensure report exclusions are explicitly stated with reasons (e.g. parking fees) and that where actions currently state 'No due date' an appropriate comment is added to reflect action being taken (e.g. *Agreed no further action required*).

### **Actions**

The final format of the report will be updated to include a description at the front and a summary at the end of the report for historic purposes.

Actions that currently have 'No Due Date' will be updated with appropriate comments (e.g. *Agreed no further action required*).

Findings are added to the 'Internal Audit Actions' report to ensure they are reported on moving forward.

Information to be included in the Status Report to be presented at the next Audit Advisory Committee to provide confirmation that the recommended actions have occurred.

#### 6.4 INTERNAL AUDIT PLAN 2018-19 TO 2020-21 AND MEMORANDA OF AUDIT PLANNING

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Executive Summary**

This report is presented to the Audit Advisory Committee to review the four internal audits scheduled to be undertaken in FY2018/19 as per the Strategic Internal Audit Plan 2018/19 - 2020/21 (The Plan).

Additionally, to review the Memoranda of Audit Planning (MAP) which have been provided for the Governance and Legal Compliance and Workforce Planning, Recruitment and Retention reviews.

##### **RECOMMENDATION:**

**(Moved: Independent Member O'Hagan / Mayor Clarke)**

##### ***The Audit Advisory Committee:***

- 1. Note the updated Strategic Internal Audit Plan 2018/19 - 2020/21; and***
- 2. Note the scope and plans for the Governance and Legal Compliance and Workforce Planning, Recruitment and Retention reviews***

**Carried**

##### **Background**

Crowe Horwath has recommended an internal audit schedule for FY2018/19. The following four internal audits are scheduled to be completed during this financial year:

1. Governance and Legal Compliance
2. Workforce Planning, Recruitment and Retention
3. Capitalisation Process
4. Grants Funding

The MAPs for the upcoming Governance and Legal Compliance and Workforce Planning, Recruitment and Retention reviews have been prepared by Crowe Horwath.

Both MAPs are currently in draft and are being reviewed by relevant internal stakeholders to ensure the scope of the reviews are adequate and that they align with council operations (*refer Attachments*).

#### **Implications**

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

Provision has been made in the 2018/19 budget for four internal audit reviews by Crowe Horwath.

##### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

##### **Social**

There are no social impacts identified for the subject of this report.

##### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

#### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

##### **Goal**

##### **We are Sustainable**

We provide a robust and transparent governance framework.

##### **Risk Management**

The completion of the audits will assist in identifying actions to improve our risk management.

##### **Conclusion**

The four internal audits scheduled for FY2018-19 have been determined as per the Plan.

**Attachments**

- 1 Internal Audit Plan 2018-19 to 2020-21
- 2 Memorandum of Audit Planning - Governance and Legal Compliance Review
- 3 Memorandum of Audit Planning - Workforce Planning, Recruitment and Retention Review

**Discussion**

The Committee again outlined their expectations in relation to Council's and Crowe Horwath's approach in developing Memorandums of Audit Planning (MAPs).

When MAPs are presented for review, the Committee seeks assurance that time has been taken to appropriately review and consider the MAPs and that thought has been given to ensure the internal audit is of value and fit for purpose.

After discussion, it was agreed that the MAPs will be circulated out of session if the timing does not align with scheduled Audit Advisory Committee meetings to ensure ample time for review and consideration by the Committee.

The Committee was advised that the MAP for the upcoming Workforce Planning, Recruitment and Retention internal audit that is included in the Committee papers, had been reviewed by internal stakeholders and detailed feedback on the MAP has been provided to Crowe Horwath.

Peter McNeill - Chair suggested that consideration be given to adding the Mayor and/or Deputy Mayor to the key personnel interviewed for the Governance and Legal Compliance review. The Committee also suggested items for consideration for the Workforce Planning, Recruitment and Retention Review being leave planning and monitoring, recruitment processes, assessment criteria, dealing with related party applications and communication with applicants.

Additionally, the Committee requested that the Strategic Internal Audit Plan 2018/19 - 2020/21 be added as an on-going agenda item. This is to enable the Committee to continuously review the plan and propose any changes due to internal process changes or events. The request has been noted.

Peter McNeill - Chair noted that there is currently no internal audit scheduled in relation to project management, procurement and contract management. This was noted and consideration will be given to adapting the Strategic Internal Audit Plan 2018/19 - 2020/21 to include an internal audit for these operational processes.

Independent Member Rowan O'Hagan noted that the IT Governance review is a priority, as the technology environment is constantly changing.

The Committee also recommended that the frequency of the risk assessment performed by Crowe Horwath be changed to occur every 4 years instead of 3 years and to have active participation of Councillors.

**Actions**

Strategic Audit Plan 2018/19 - 2020/21 to be added as a standing agenda item.



## 6.5 INTERNAL AUDIT REPORT - EMERGENCY SERVICES REVIEW

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** People & Governance Manager  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** f16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to review the internal audit report concerning Emergency Services.

#### **RECOMMENDATION:**

(Moved: Independent Member O'Hagan / Mayor Clarke)

*That the Audit Advisory Committee notes the findings of the recently completed Internal Audit Report - Emergency Services.*

**Carried**

### Background

In accordance with the internal audit program for 2017-18, Council's Internal Auditor, Crowe Horwath, has completed a review of Emergency Services.

### Implications

#### **Policy Considerations**

The report recommends the update of various Emergency Services Policies and Plans.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

**Goal****We are Sustainable**

We provide a robust and transparent governance framework.

**Risk Management**

Recommendations have been made in relation to eight findings by internal audit:

- **High** - (high risk within the audit area due to some serious control weaknesses);
  - No high risk areas have been identified
- **Medium** - (moderate risk within the audit area due to existing controls that need improvement to ensure soundness);
  - Update sub-plans
  - Update of the Municipal Emergency Management Plan (MEMP)
- **Low** - (low risk within the audit area - some opportunity for control improvement exists);
  - Flood Operations Procedures will be finalised.
  - Emergency Management Debriefs to be held as soon as practicable after an emergency with any notes or documentation held in a central location.
  - Council's plans to be tested as part of the annual Department of Health and Human Services' scenario testing with lessons learned to be documented and plans modified, if necessary.
  - Support and training in Crisisworks to be provided to staff.
  - Contact list be updated in the Business Continuity Plan, as needed and at least annually.
  - Municipal Recovery Manager role to be documented in the position description of the Manager Community and Recreation.

**Conclusion**

Council's Internal Auditors have made recommendations in relation to eight findings which have been accepted by management and will be added to the risk register, assigned responsibility and a timeframe.

**Attachments****1 Emergency Services Review - Internal Audit Report****Discussion**

Martin Thompson - Crowe Horwath/Internal Auditor outlined the review focused on emergency services response and management. Particular focus was given to plans, policies and the procedures that sit under emergency response. Martin stated that overall the results were very positive and that the review only identified a very small number of low risk items which when actioned will improve the already robust framework.

Additionally, Martin advised that overall Council's processes are really well advanced and that Crowe Horwath are comfortable with management responses and timeframes assigned to address findings.

For finding number 3 in the report, the Committee queried why the documented debriefs had not been occurring and / or been documented. The Committee recommended that going forward it be periodically communicated to the Senior Management Team when the debriefs occur and that they have been documented.

Steven Tucker - Emergency Management Coordinator was recognised for his work in this area which attributed to quality outcomes of the audit.

## 6.6 VALUATION OF COUNCIL'S INFRASTRUCTURE ASSETS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Manager Finance  
**File Name:** Valuations and management process - 2017/18  
**File No:** F16/2163

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to report on the outcome of the revaluation of Council's infrastructure assets. A separate, late report, will be provided with respect to the capitalisation of assets. The report will deal with Council's work in progress assets and the contributed assets from developers.

Council's infrastructure assets have been revalued at 30 June 2018. This has resulted in an overall increase in the net book value of the assets.

The impact on the 2017/18 accounts is set out below:

1. Revaluation reserve increment of \$46.3 million; and
2. Depreciation expense will increase in future years on the revalued assets, increasing from \$8.5 million to \$9.7 million (all other things being equal).

### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee notes the outcome from the revaluation of Council's infrastructure assets.***

**Carried**

### Background

The revaluation of Council's assets has been raised in the Audit Management Letter for numerous years. A significant revaluation was processed for the year ended 30 June 2017 and this resulted in a net revaluation increment of \$97.8 million.

The 2016/17 Final Management Letter recommended:

*For the 2017-18 financial year, we strongly recommend management perform the revaluation process much earlier, and suggest documentation supporting the unit rates and other estimates be available in a clear and concise manner.*

*We also recommend management make use of our revaluation methodology template to ensure adequate information is considered and provided (note: this was provided to management after their processes had commenced).*

The 2017/18 Interim Management Letter observed:

*We have discussed our expectations with relevant staff members to ensure appropriate processes are implemented before 30 June 2018 to ensure the infrastructure valuation assessment is performed as soon as possible, and ensure appropriate documentation is available for audit purposes. Again, we reiterate the desire for the revaluation assessment to be performed in January each year to reduce the delays at year end. As there has been limited action on this point, and the potential financial impact, we have increased this risk from low to high in FY18.*

### **Valuation of Land & Buildings**

The valuation of Council's land and buildings assets was undertaken by Valpac Pty Ltd in accordance with the requirements of Australian Accounting Standards for the year ended 30 June 2017. No valuation has been completed for the year ended 30 June 2018 in accordance with the valuation frequency set out in the Valuation Policy.

#### *Land Under Roads*

The land under road assets will be revalued once all land under road assets have been capitalised. Due to the relatively significant increase in land valuations across the municipality from 1 January 2018 the land under road assets will increase at 30 June 2018.

### **Valuation of Infrastructure**

Council's infrastructure assets were revalued internally, based on information provided by Council's Asset Engineer.

Based on the unit rates provided by Council's Asset Engineer, the fair value of Council's infrastructure assets (excluding Waste Management and Recreational, Leisure & Community assets) increased by \$76.1 million (15%). Drainage and Road assets were the largest contributors to this increase. A revaluation of accumulated depreciation resulted in an overall reduction in accumulated depreciation of \$29.7 million. Refer to the attached table of the revaluation outcomes for further information (***refer attachment***).

Accumulated depreciation was impacted most significantly for Roads (specifically Pavement). This is a consequential outcome of revaluing the unit increasing the unit rates for Pavement assets and is not due to a change in the condition or expected useful life of the assets.

In 2016/17 Council revised the estimates for the expected useful lives for assets. During 2017/18 no such change in estimates has occurred. The on two data



points; (i) changes in the expected useful lives for the types of assets; and (ii) condition assessment data for the assets.

No new condition assessment data was available during the year ended 30 June 2018. The 2017-18 valuation report notes the process undertaken to review inspection outcomes in lieu of recent condition data.

#### *Recreational, Leisure & Community*

The valuation of Council's recreational, leisure and community assets was undertaken by Valpac Pty Ltd in accordance with the requirements of Australian Accounting Standards for the year ended 30 June 2017. No valuation has been completed for the year ended 30 June 2018 in accordance with the valuation frequency set out in the Valuation Policy.

#### *Waste Management*

Council discloses waste management assets in two areas in the financial accounts:

1. Infrastructure assets – Note 5.2
2. Intangible assets – Note 4.2

Waste management assets that should be recognised on the balance sheet should be (i) landfill airspace asset – for operating landfill cells, which represents the future rehabilitation costs of the cell; and (ii) capital construction cost for operating landfill cells and /or improvements to the landfill site. The landfill airspace asset is an intangible asset that will amortise over the remaining life of the landfill. The capital assets will depreciate over the remaining life of the landfill.

No significant revaluation has been processed for the year ended 30 June 2018.

#### **Implications**

##### **Policy Considerations**

The valuation of Council's assets is a key aspect of the financial statements and is informative to Council's asset management plans.

##### **Financial/Economic Implications**

Asset Valuations are a key process in the preparation of financial statements and forward planning. The outcome increases the fair value of Council's infrastructure assets and will result in higher depreciation expense in future years, subject to condition assessments. All other things being equal Council's annual depreciation expense will increase by \$1.1 million as a result of the valuations performed for the 2107/18 year.

##### **Legal/Statutory**

The revaluation of Council's assets is in accordance with the Valuation Policy and relevant Australian Accounting Standards and other State Government requirements.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **Risk Management**

This document is material to Council's financial governance arrangements and risk mitigation.

### **Conclusion**

The revaluation of Council's infrastructure assets has been completed for the year ended 30 June 2018. Council has utilised the VAGO recommended revaluation methodology template to ensure adequate information is considered and provided.

### **Attachments**

- 1 Summary of Revaluation Infrastructure Assets 30 June 2018

### **Discussion**

Anthea Sloan - Manager Finance advised the Committee that late FY2017-18 the Council embarked on revaluation of Council's assets. The revaluation resulted in overall net increase of \$50 million with the most significant increases occurring in road and drainage assets. However, Council is expecting depreciation to increase in future.

The Committee was advised that as noted in report and reflected in Manager Report, no new condition data was available when completing new unit rates.

To support this process moving forward, a Valuation Policy was recently adopted which outlines the frequency of valuation based on the asset class and when condition assessments should occur.

Kathie Teasdale - RSD/External Auditor advised that she would recommend assets are reviewed each year to ensure identification of material change. However, Kathie did also state that this review could simply be some form of condition assessment, not a full valuation, but a review which demonstrates no material movement. Recommendation was noted.

## 6.7 AGED DEBTORS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Manager Finance  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to provide a summary of Council's rates debtors at 30 June 2018.

### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member McNeill)**

***That the Audit Advisory Committee notes the report of aged debtors.***

**Carried**

### Background

Rates debtors were last presented to the Audit Advisory Committee at the 21 March 2018 meeting. Rate instalment due dates throughout the year are 30 September 2017, 30 November 2017, 28 February 2018 and 31 May 2018.

Council's rates debtors represent 3.09% of rates income for 2017/18 (***refer attachment***). This is a slight deterioration compared to the 2016/17 rates debtors of 2.98%, however represents a significant improvement from the 2014/15 year of 6.82%.

The Audit Advisory Committee Agenda Plan includes the reporting of aged debtor information biannually. Further reports will be provided in accordance with the Agenda Plan.

### Implications

### **Policy Considerations**

A review of Council's financial hardship policy is ongoing. Following the recommendations from committee members at the last meeting this policy and others across the organisation are being reviewed to ensure Council is adopting best practice in supporting those individuals in financial hardship, especially for

those vulnerable community members. Council's Property & Revenue Coordinator has recently attended training and amendments are proposed to the policy.

**Financial/Economic Implications**

Excessive debtors impacts on Council's liquidity and should be carefully monitored.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

Increasing debtors may be an indicator of deteriorating social conditions in the municipality.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**Conclusion**

Council's rates debtors outstanding are 3.09% at 30 June 2018, compared to 2.98% at 30 June 2017.

**Attachments**

- 1 Rates Debtors 30 June 2018

## 6.8 COUNCIL PLAN MEASURES REPORT 2017-18

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** People & Governance Manager  
**File Name:** Council Plan Report 1 July -31 December 2017  
**File No:** D18/11983

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to communicate Council's performance against the Council Plan for the period 2017- 18.

#### **RECOMMENDATION:**

(Moved: Independent Member O'Hagan / Mayor Clarke)

*That the Audit Advisory Committee:*

- 1. Notes the Council Plan Report for the period 2017-18; and*
- 2. Notes that the Council Plan Report will be updated to include a key for markers and include commentary, where required.*

**Carried**

### Background

Part of Council's Mission is to provide the leadership necessary to maintain open communication and community engagement. Providing reports to the community on Council's progress against the outcomes will assist to achieve this mission.

These results measure our progress against what is important and allow ourselves and everyone in our community to understand the impact that we are having.

### Implications

Two reports are provided.

The first provides information on progress in delivering the initiatives that are described in the Council Plan.

- Sixteen initiatives have been completed during the year and fifteen are nearing completion.



- The Growth Area Plans, preparation of the Wangaratta Hospital Precinct Plan and the Industrial Land Use Strategy are important initiatives which will support economic growth.
- Throughout the year, work focused on design and procurement for asset renewal which will be delivered in 2018-19.
- The new website, improvements to our customer request management system and updates to urban aerial imagery will help in improving service to our customers.
- Design and procurement for the organics processing plant were completed and construction has commenced. This will enable Wangaratta to continue in the forefront of sustainable local government organisations.

The second report provides data against specific targets that were set in the Council Plan. Eight Plan measures have been achieved or exceeded and additional four measures were within 10% of the target.

Of those targets not achieved, year-end data is not yet available for two measures. The capital works program has not been achieved, however the year focused on design and procurement for major capital works and delivery will commence in 2018-19.

- Green indicates that performance was within 5% of target;
- Yellow indicates that performance was within 10% of target; and
- Red indicates that performance was more than 10% outside target.

### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

### **Financial/Economic Implications**

There is no immediate financial impact related to this report.

### **Legal/Statutory**

The *Local Government Act 1989* requires Council to report on performance annually in the Annual Report. This quarterly report provides the community with a progress update against some of Council's key measures.

### **Social**

The Council Plan 2017-2021 provides for the achievement of a number of social objectives.

### **Environmental/Sustainability Impacts**

The Council Plan 2017-2021 provides for the achievement of a number of Environmental/Sustainability objectives.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

We are Sustainable.

**We will plan, research & advocate for the future:**

By accurately understanding the constraints and opportunities that face our organisation, our community and our region.

#### **The non-negotiables**

Our team will make the best and most efficient use of Council's resources.

We are Inspired.

#### **What we do everyday:**

We talk to, inform and engage with the people who live, work and visit in our community.

#### **The non-negotiables**

Our commitment to communicate and engage with our community about local decision making in a way that is clear, accessible and easy to understand.

### **Strategic Links**

#### **a) Rural City of Wangaratta 2030 Community Vision**

The Council Plan supports the aspirations and objectives of the Rural City of Wangaratta 2030 Community Vision.

### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Council Plan targets not achieved leading to reputational risk	Low	High	Moderate	Identified unfavourable variances are being examined and addressed. Regular monitoring and reporting

**Conclusion**

This report assists Council to monitor its performance in achieving the targets prescribed within the Council Plan.

**Attachments**

- 1 Council Plan Outputs Report 2017-18
- 2 Council Plan Outcomes Report 2017-18

**Discussion**

Gillian Hoysted - Manager People and Governance advised the Committee that Manager Dashboards are currently being developed. These dashboards will include the Council Plan measures, amongst other measures/performance indicators and will be used to track progress and enhance accountability.

## 6.9 RISK REVIEW AUGUST 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to provide an update on the status of treatments to reduce high and extreme risks.

#### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee:***

- 1. Note the update on the Risk Register; and***
- 2. Recommend a verbal update be provided each quarter to the Audit Advisory Committee and Council by the relevant stakeholder/s (CEO / Director) to accompany the risk register to support the risk governance framework.***

**Carried**

### Background

The Audit Advisory Committee Charter requires that the Committee monitor the risk exposure of Council in relation to significant risks.

The Council's Risk Register records the identified organisational risks, their controls and treatment plans (if required) and the residual risk rating.

High or extreme risks are required to be reviewed by risks owners and progress on treatments to be reported quarterly to Executive Management and Council.

The report was previously updated and continues to include risks identified in the strategic risks review led by Crowe Horwath.

### Implications

#### **Policy Considerations**

Council's Risk Management Policy and Risk Management framework relate to this report.

**Financial/Economic Implications**

Financial and economic risks have been identified in Council's risk register.

**Legal/Statutory**

Effective risk management reporting will support compliance with statutory obligations.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

Environmental and sustainability risks have been identified in Council's risk register.

**Conclusion**

Council's risk exposure is under continuous management through the process of requiring explicit communication and management of treatment plans for significant risks.

**Attachments**

- 1 Quarterly Risk Status Report August 2018

**Discussion**

An update was provided to the Committee on risks (both positive and to monitor) currently applicable to Council.

The Committee was advised that insurance risk is an area being monitored by Council. This year Council had an increase in our WorkCover Insurance premium and there has been significant unrest in this area following the publication of the Victorian Auditor-General's Office (VAGO) audit of Local Government Insurance Risks.

The Committee advised that moving forward they would recommend that on a quarterly basis the Audit Advisory Committee and Council are provided with an update from the relevant stakeholder/s (CEO/Director) where they speak briefly on the current organisation risk environment or risks faced by their relevant area (e.g. Directorate) to accompany the presentation of the risk register.



**6.10 VAGO LOCAL GOVERNMENT INSURANCE RISKS REPORT JULY 2018**

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** f16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

**Executive Summary**

This report is presented to the Audit Advisory Committee for information.

**RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee note the VAGO Local Government Insurance Risks Report July 2018.***

**Carried**

**Background**

The Victorian Auditor-General's Office (VAGO) performed an audit of Local Government Insurance Risks in which they assessed whether councils are prudently managing their insurable risks to enable councils to obtain adequate and cost-effective insurance coverage.

The audit concentrated on the two largest insurance purchases made by councils - Public Liability/Professional Indemnity and Property insurance.

For public liability/professional indemnity and property insurances, councils have the option to purchase these insurances through commercial insurers, or participate in the Liability Mutual Insurance (LMI) scheme managed by the Municipal Association of Victoria (MAV).

The audit focused on how MAV manages LMI to deliver a value for money product to the sector. The audit included examining MAV's approach to premium pricing, financial sustainability, governance structures and management of the private entity that provides services and arranges reinsurance for LMI.

Seven councils were selected to participate in the audit. The councils (City of Ballarat, Benalla Rural City Council, Glen Eira City Council, Kingston City

*Council, Pyrenees Shire Council, City of Stonnington and Yarra City Council*) were selected to ensure both metropolitan and rural councils were represented.

The audit found that councils may not be giving the procurement of insurance the consideration required and concluded that this could mean either councils are paying more than needed for their insurance or alternatively, may be under insured.

VAGO advised that where councils are demonstrating good practice and managing the purchasing of their insurance well, they are doing so by:

- fully assessing their risks;
- appropriately determining the risks that require insurance and the extent of coverage needed; and
- competitively tendering for insurance broking, services and insurance.

Based on the findings of the audit, VAGO provided a number of recommendations to the Department of Environment, Land, Water and Planning, Victorian Councils and MAV.

**Recommendations (numbered as per the audit report) for Victorian Councils:**

3. Regularly review and update risk registers to ensure they:
  - effectively assign all risks to relevant business units
  - document and date risk control implementation plans
  - monitor the implementation and effectiveness of risk controls
4. Review insurable risk profiles and insurance products, identify gaps and evaluate loss limits
5. Undertake a cost-benefit analysis to evaluate whether tendering for insurance, in line with procurement better practice, would provide better outcomes
6. In consultation with the MAV, obtain an understanding of Liability Mutual Insurance's ability to call on its members for funds and assess the impact on their council
7. Review, evaluate and retain the exact policy details which provide the level of cover, especially where they are participating in a mutual property scheme.

**Recommendations (numbered as per the audit report) for MAV:**

10. As soon practicable, undertake an open and transparent tender for LMI's service provider
11. Review the best practice options for the provisions of public liability/professional indemnity insurance to the local government sector, including the governance arrangements and legislative framework
12. Undertake a strategic review of the LMI, including capital management plan, pricing policy and risk margin policy
13. Undertake an internal cost review of LMI

14. Review and evaluate the pricing model for LMI to ensure premium pricing decisions are applied consistently to councils and are supported with robust evidence and documentation
15. Review and amend (if required) LMI's deed of establishment to enable it to participate in tenders
16. Review the LMI scheme's governance
17. Review MAV Insurance Board membership to ensure it meets tenure and expertise better practice standards

The MAV have accepted and committed to implementing recommendations 10 to 17 and will assist other parties to implement relevant recommendations where consultation with MAV is required. However, MAV has expressed concerns about the future structure of the scheme if a tender-based model of insurance procurement is pursued.

The full report can be found at:

<https://www.audit.vic.gov.au/sites/default/files/2018-07/20180725-Insurance-Risks.pdf>

### **Implications**

#### **Policy Considerations**

The report recommends review of insurance policies.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

#### **We are Sustainable**

We provide a robust and transparent governance framework.

**Risk Management**

The Report recommends a more robust and active approach to risk management and to determining the level of insurable risks.

**Conclusion**

The Rural City of Wangaratta (Council) is a participant of the LMI scheme.

To provide assurance to Council that the management and purchasing of our insurance is aligned with best practice, Council will be working through the recommendations made by VAGO for Victorian Councils to identify improvement opportunities.

Council is wanting to complete these recommendations to have a comprehensive understanding of our risks, be able to have confidence in the insurances and coverage required, and consider options available for the tendering of our insurances moving forward (e.g. remain a member of the LMI scheme or look to exit the scheme and tender independently).

**Attachments**

Nil

**Discussion**

Discussion occurred on the potential implications for Rural City of Wangaratta and the timing for the next insurance renewal. Management advised that the latest annual renewal had only occurred recently and that management would provide a further update at the next meeting.

**Actions**

Management to provide update on Council insurance/annual renewal for FY2019/20 at next committee meeting (November 2018).

## 6.11 LMI COMPLIANCE REVIEW REPORT 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee - 2018  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to review the recommendations following the completion of a Liability Mutual Insurance (LMI) Compliance Review 2017-2018.

#### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee note the recommendations of the LMI Compliance Review 2017-2018 and subsequent action plan.***

**Carried**

### Background

The Rural City of Wangaratta (Council) is a Municipal Association of Victoria (MAV) LMI Member. As a member, the Council is required to participate in a mandatory LMI Compliance Review.

The objective of the review was to provide Council with a level of assurance regarding specific operations and compliance to internal standards, procedure, policies and records management protocols.

The LMI Compliance Review focussed on four key areas, linked to claims drivers for Members, these being:

- Roads, Footpaths and Shared Pathways
- Tree Management
- Reserves and Open Spaces
- Training and Awareness Frameworks - Linked to the above three areas

The review was undertaken in two parts:

1. Collection of data and samples from members
2. Onsite visit and validation

Ultimately, the review aimed to provide Council with benefits including:



- Benchmarking amongst other members (at conclusion of two-year period)
- Reporting by exception, where 'non-compliance' identified
- Little or no subjectivity - Through checking the members' compliance with procedures and the associated records availability
- Providing insight into effectiveness of controls and potential identification of procedural weaknesses

### **Implications**

#### **Policy Considerations**

The review recommends the development and potential revision to various policies.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

#### **We are Sustainable**

We provide a robust and transparent governance framework.

### **Risk Management**

The recommendations which have been provided by MAV Insurance will assist in ensuring compliance with Council's internal standards, procedures, and policies or provide commentary in relation to best practice, with the intention to mitigate or reduce our liability risk exposure.

**Conclusion**

MAV Insurance has provided recommendations regarding the proactive and reactive actions completed by Council regarding Tree Management, Road Asset Management and Reserves and Open Spaces.

These recommendations have been accepted by the relevant internal stakeholders and appropriate actions have been created and assigned to improve current processes and to further mitigate or reduce our liability risk exposure.

**Attachments**

- 1 LMI Compliance Review Report 2017-18

**Discussion**

The Committee recommended that the findings of the LMI Compliance Review be added to the Internal Audit Actions report for on-going monitoring.

**Actions**

Findings of the LMI Compliance Review be added to the Internal Audit Actions report.

## 6.12 AUDIT ADVISORY COMMITTEE BIENNIAL AGENDA

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** COMMITTEES AND GROUPS - Advisory Committees - Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee (*the Committee*) to review and confirm the completeness of the Committee's agenda plan.

#### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member O'Hagan)**

***That the Audit Advisory Committee note the Biennial Agenda Plan attached to this report.***

### Background

Part 2, Clause 6(1) of the Audit Advisory Committee Charter 2015 (*the Charter*) requires that an annual agenda including a schedule of meeting dates be developed and agreed to by the members of the Committee.

The current agenda plan is provided for information (*refer Attachment*).

The agenda plan covers all of the subject items set out in the Charter.

### Implications

#### **Policy Considerations**

An updated agenda plan achieves compliance with the Charter.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **Risk Management**

The agenda plan mitigates the moderate risk that the Committee neglects to attend to all of the Committee functions set out in the Charter.

### **Options for Consideration**

The Committee is required to review the timing of meetings proposed for Year 3 (2018-19) and/or the timing of consideration of business items.

<b>Year 3 (2018 - 2019)</b>	
<b>Meeting Date</b>	<b>Time of Meeting</b>
Wednesday 22 August, 2018	2.45pm - 6.00pm
Tuesday 13 November, 2018	2.45pm - 6.00pm
Tuesday 5 March, 2019	2.45pm - 6.00pm
Tuesday 4 June, 2019	2.45pm - 6.00pm

### **Conclusion**

The agenda plan has been provided to the Committee to give them the opportunity to review it, make commentary and/or discuss changes and confirm that it is satisfactory.

### **Attachments**

- 1 Audit Advisory Committee August 2018

### **Discussion**

The Committee discussed adding the Business Continuity Plan (BCP) and Disaster Recovery Plan (DR Plan) Biennial Agenda Plan for review at least annually. This discussion has been noted and will be revisited at the next Audit Advisory Committee meeting (November 2018) to add these items to the agenda subject to agreement by Committee members.

**Actions**

At the next committee meeting topic of adding the Business Continuity Plan (BCP) and Disaster Recovery Plan (DR Plan) to the Biennial Agenda will be revisited.

If added, the frequency of review will also need to be determined.



### 6.13 STATUS REPORTS FOR AUGUST 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** People & Governance Manager  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to the Audit Advisory Committee to provide an update on the status of risk-related issues.

#### **RECOMMENDATION:**

(Moved: Independent Member O'Hagan / Mayor Clarke)

*That the Audit Advisory Committee note the status report.*

**Carried**

#### **Background**

The Audit Advisory Committee Charter requires that the committee monitor the risk exposure of Council in relation to significant risks.

##### **1. Business Continuity Plan**

A comprehensive policy and procedure pack has been developed that takes both an organisation-wide and department-specific approach.

The Plan comprises the Business Continuity Management Policy and a range of procedures, guidance notes and forms:

- Reporting Events
- Situation Assessment and Reports
- Assessing and Declaring Events
- Responding to a Major Event
- Responding to a Minor Event
- Service Recovery Priorities and Strategies
- Managing Communications
- Debrief

The organisation-wide Plan has yet to be tested and this is scheduled for October 2018, with improvements arising from the test to be incorporated in the Plan by

December 2018, with this flowing through to department-specific plans in early 2019.

## **2. Disaster Recovery Plan**

Disaster recovery infrastructure is in place and located in the main data centre. We are currently waiting on Optus to build fibre from the Government Centre to the Library to move data to permanent offsite location.

Documentation of the plan is still to be completed and annual tests are still to be implemented. The plan will allow a maximum of 15 minutes data loss at any time and will be fully operational within one hour of total disaster, with staff being able to work from any location – no permanent office presence needed.

## **3. Gifts, Benefits and Hospitality Register**

No declarations of receipt of gifts, benefits and hospitality have been received in the period 2017-18. Training in the policy will be conducted as part of the Compliance Training Program in November 2018.

## **4. Governance Arrangements for OHS Audit Actions**

It is proposed that OHS Audit Actions will be reported to the RCoW Health and Safety Committee and that quarterly updates will be provided in order to allow the Committee oversight of actions. The Committee has the right to refer matters of concern to the Corporate Management Team, if action is lacking or unsuitable.

## **5. Business Health Check**

The Business Health Check is a business transformation plan to implement improvement initiatives to enable us to deliver more with less.

- a. Fair go rate capping has made us reassess how we run our organisation internally, to respond to the needs of our community, providing the best of service efficiently and effectively
- b. Changing customer expectations, they are expecting the same levels of services from Local Government as they receive from other organisations. They have a stronger voice when these services are not being delivered and can have a say 24 hours a day with such things as social media at their fingertips.

Expected benefits include:

- Improved Customer focus
- Improved collaboration and culture
- Improved decision making and forecasting
- Technology landscape simplification
- Increased labour productivity
- Operating efficiencies
- Reduction in Vendor costs (predominantly in IT)
- Reduced capital and maintenance spend

A current state assessment and business case for change have been completed. These led to implementation of a strategic planning framework which, together with a review of programs and projects, will be completed by the end of August 2018.

As part of the 2018-19 budget, funds have been allocated to develop an ICT Strategy, provide resources to improve procurement processes and implementation and establish a Project Management Office.

This is the Strategic Planning Framework and each Directorate is in the final stages of completing its own Strategic Corporate Plan.



## 6. Ethics Training

Details of the numbers of staff who have attended training programs previously advised to the Committee will be provided at the next meeting.

## 7. Payroll Tender

Council declined to accept recommendation in relation to Payroll Tender and has asked that a new tender process commence for a new payroll/HRIS with internal processing capabilities. This process will commence in September 2018.

## Implications

### Policy Considerations

Council's Risk Management Policy and Risk Management framework relate to this report.

### Financial/Economic Implications

Financial and economic risks have been identified in Council's risk register.

**Legal/Statutory**

Effective risk management reporting will support compliance with statutory obligations.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

Environmental and sustainability risks have been identified in Council's risk register.

**Conclusion**

Council's risk exposure is under continuous management through the process of requiring explicit communication and management of treatment plans for significant risks.

**Attachments**

Nil

**Discussion**

The Committee was advised that Council is to be briefed on the updated Business Continuity Plan (BCP) after testing.

Peter McNeill - Chair recommended that consideration be given to broadening the Disaster Recovery Plan (DR Plan) to include alternative site activation. Recommendation was noted.

Management advised that a detailed update on the Business Health Check will be provided at the next meeting.

Discussion occurred on the process that resulted in Council declining the Payroll Tender recommendation. Peter McNeill - Chair suggested that an annual procurement plan (as done by other Government agencies) that is communicated to Council and other may be worth considering.

**Actions**

Management to provide a detailed update on the Business Health Check at the next committee meeting.

#### 6.14 LEGAL AND COMPLIANCE MATTERS AUGUST 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Executive Summary**

This report is presented to the Audit Advisory Committee for the Committee's consideration of any current legal and compliance matters.

##### **RECOMMENDATION:**

**(Moved: Independent Member O'Hagan / Mayor Clarke)**

***That the Audit Advisory Committee notes the disclosures in relation to legal and compliance matters.***

**Carried**

##### **Background**

The Audit Advisory Committee Charter requires the committee to:

- Review issues relating to national competition policy
- Monitor the progress of any major lawsuits facing Council
- Assess whether management has taken steps to embed a culture that promotes the proper use and management of public resources and is committed to ethical and lawful conduct.

The operations of Council are prescribed in the *Local Government Act 1989*. Further to this, as a legal entity, Council must comply with a range of legislation and regulations and is capable of being sued.

In relation to compliance matters, the following information is provided:

- There is one on-going Protected Disclosure issue which was previously reported to the Audit Advisory Committee in March 2018. The issue is under the management of the Victorian Ombudsman's Office. The matter was closed following the completion of the first investigation, however, on review, the matter has since been re-opened. No further action has been sought from Council to date.



- There are no National Competition Policy issues.
- There are no legal issues to report.
- Council is compliant with statutory financial and reporting obligations under the following acts and regulations:
  - *Local Government Act 1989*
  - *Local Government (Planning and Reporting) Regulations 2014*
  - *Income Tax Assessment Act 1997*
  - *A New Tax System (Goods and Services Tax) Act 1999*
  - *Fringe Benefits Tax Assessment Act 1986*
  - *Superannuation Industry (Supervision) Act 1993*.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

Council is compliant with known statutory obligations.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

We are Sustainable

#### **The non-negotiables**

Our legislative, governance and compliance requirements will be met.

### **Conclusion**

There is no impact on Council's financial circumstances and/or reputation from any compliance issue.

**Attachments**

Nil

## 6.1 CAPITALISATION OF ASSETS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Manager Finance  
**File Name:** Valuations and management process - 2017/18  
**File No:** F16/2163

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to report on the outcome of the capitalisation of Council's work in progress assets and assets contributed from developers.

The impact on the 2017/18 accounts is set out below:

1. Capitalisation of 2017/18 expenditure of \$7.379 million;
2. Capitalisation of prior year's work in progress expenditure of \$9.339 million;
3. Capitalisation of contributed assets of \$2.561 million;
4. Write off work in progress from 2016/17 and earlier years of \$1.013 million;
5. Write off 2017/18 expenditure originally reported as capital of \$121,000; and
6. Closing work in progress of \$4.093 million at 30 June 2018.

### **RECOMMENDATION:**

**(Moved: Mayor Clarke / Independent Member McNeill)**

***That the Audit Advisory Committee:***

- 1. Notes the outcome from the capitalisation of Council's work in progress assets and assets contributed from developers; and***
- 2. Adds capitalisation as a standing item be incorporated into the Status Report, to provide the Committee with an update on procedures, resources being applied and the status of capitalisation of assets.***

**Carried**

The capitalisation of Council's work in progress assets and assets contributed by developers was raised in the 2016/17 Audit Management Letter. The 2016/17 Final Management Letter recommended:

*It is important that the assets council are responsible for are adequately captured and recognised for future planning purposes. We recommend management ensure there are appropriate processes implemented by both the finance team and the infrastructure/engineering team to ensure all*

*appropriate data is captured and recognised appropriately throughout the year. The valuation of the developer contributions needs to be performed by the engineering team.*

The 2017/18 Interim Management Letter observed:

*Management were still yet to complete a review of WIP and developer contributions for the year. Any completed WIP projects need to be capitalised as appropriate, and any developer contributions need to be assessed and valued. This must be performed prior to 30 June 2018. Furthermore, any long-term WIP projects that are not continuing need to be identified and written off.*

*For FY18, we also add that there has historically been a lack of process in identifying and valuing contributed open space (i.e. parks & playgrounds).*

*As there has been limited action on this point, and the potential financial impact, we have increased this risk from low too high in FY18.*

A significant exercise was completed in the last three months to capitalise assets from the 2017/18 and earlier years. Close to \$22 million of capital expenditure was required to be capitalised into Council's asset management system, of which \$16.7 million was capitalised. In addition, Council also completed the capitalisation of contributed assets of over \$2.5 million. At 30 June 2018 Council has a remaining work in progress balance of just over \$4 million.

The capitalisation of \$19.2 million (comprising in part prior year work in progress, 2017/18 capital works and contributed assets) impacted some 2,431 assets in the asset management system. Most of these assets were capitalised after 30 June 2018, with approximately \$1.9 million capitalised on a periodic basis throughout the financial year.

Procedures that document the asset capitalisation, disposal and decommissioning processes do not exist. Further, a project handover procedure does not exist which would:

- Define the minimum data required to be entered in the corporate Asset Register for each asset type; and
- Specify the required analysis of post-construction contract schedules detailing actual values of assets, and components, and an appropriate allocation of costs.

The development of the above procedure documents will be completed by 30 November 2018.

### **Implications**

#### **Policy Considerations**

The capitalisation of Council's assets is a key aspect of the financial statements and is informative to Council's asset management plans. The capitalisation of assets has been completed in accordance with the thresholds set out in the Valuation Policy (December 2017).

**Financial/Economic Implications**

The capitalisation of Council's work in progress is a key process in the preparation of financial statements. It also allows Council to recognise the value of contributed assets from developers. This is important as Council becomes the responsible authority for the management, maintenance and renewal of these assets. Ensuring these assets are identified and captured appropriately allows for the long term financial implications of owning these assets to be understood.

**Legal/Statutory**

The capitalisation of assets is completed in accordance with the relevant Australian Accounting Standards and other State Government requirements.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**Risk Management**

This document is material to Council's financial governance arrangements and risk mitigation.

**Conclusion**

Capitalisation of assets in the order of \$19.2 million has been completed for the 2017/18 financial year. A balance of \$4 million remains in work in progress at 30 June 2018.

Management will prepare procedures by 30 November 2018 that document the asset capitalisation, disposal and decommissioning processes.

**Attachments**

Nil

**Discussion**

The Committee recommended that the capitalisation and valuation process be added as an on-going agenda item. This is to provide assurance to the Committee that capitalisation activities are being appropriately resourced and done regularly. The agenda item is to include timing of processes, what resources are being applied in interim, where procedures are sitting and any changes.



Moving forward the Council will work towards a December cut off, to ensure the bulk of work is completed and able to be reviewed in the interim audit (March).

Additionally, the Committee requested the outcomes of the work completed by December be tabled and presented at the following Audit Advisory Committee (February 2019) for review prior to the interim audit. Request was noted.

### **Actions**

Add capitalisation as a standing agenda item in the Status Report to provide the Committee with updates on procedures, resources being applied and the status of capitalisation of assets.

Outcomes of work completed in/by December 2018 to be presented prior to interim audit (March 2019).

## 6.2 ANNUAL REPORT 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 11 September 2018  
**Author:** Manager Finance  
**File Name:** Financial Statements 2017/18  
**File No:** F16/2201

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

A Council must, in respect of each financial year, prepare an Annual Report containing an audited Performance Statement and audited Financial Statements.

This report is presented to the Audit Advisory Committee to provide details of the above statements and also the Governance and Management Checklist in order that the Committee endorse them for approval 'in principle' by Council at its forthcoming Ordinary meeting.

### **RECOMMENDATION:**

**(Moved: Mayor Clarke/Independent Member O'Hagan)**

1. ***That the Audit Advisory Committee endorses the:***
  1. ***Draft Financial Statements;***
  2. ***Performance Statement; and***
  3. ***Governance and Management Checklist***

***of the Wangaratta Rural City Council for the 2017/18 financial year for approval 'in-principle' by Council at its Ordinary Meeting on Tuesday 25 September 2018; and***

2. ***An update on the contractual situation in relation to the Co-Store Carpark be provided to the Committee, including the reviews which have already been undertaken and the options available which Council have considered.***

**Carried**

### Background

Section 131 of the *Local Government Act 1989* (the Act) requires that the Performance Statement in the Annual Report (refer attachment) contains the indicators required by the regulations to be reported against, their prescribed measures and the results achieved for that financial year in the following categories:

1. Service performance
2. Financial performance
3. Sustainable capacity.

The Financial Performance Indicators in the Performance Statement are provisional only.

For the purposes of section 131(5) of the Act, the Financial Statements contained in an Annual Report must contain a Statement of Capital Works for the financial year to which the Financial Statements relate, be prepared in accordance with the Local Government Model Financial Report, be submitted in its finalised form to the auditor for auditing as soon as possible after the end of the financial year and be certified in the manner prescribed.

The Draft Financial Statements of the Wangaratta Rural City Council for the period 1 July 2017 to 30 June 2018 have been prepared in accordance with the Australian Accounting Standards (*refer attachments*).

The Governance and Management Checklist and Performance Indicators have been prepared in accordance with the Local Government (Planning and Reporting) Regulations 2014. The Financial Performance Indicators are provisional only (*refer attachments*).

Council reported on its performance against the Council Plan for the period 2017/18 at the Council meeting on 21 August 2018. A copy of the report is available at page 15 of the Agenda for the meeting on 21 August 2018 ([https://wangaratta.infocouncil.biz/Open/2018/08/CO\\_21082018\\_AGN\\_2304\\_AT\\_PDF](https://wangaratta.infocouncil.biz/Open/2018/08/CO_21082018_AGN_2304_AT_PDF)).

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

The Financial Statements include a comparison between the 2017/18 financial year and the 2016/17 financial year.

The Financial Statements comprise the:

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Statement of Capital Works
6. Notes to the Financial Statements

#### ***Comprehensive Income Statement***

The Comprehensive Income Statement shows Council's revenue and expenses for the year plus other comprehensive income.

The statement does not include the cost of asset purchases, loan repayments or reserve funds. It does however include the depreciation of asset values as an expense. Below is a summary of the Comprehensive Income Statement.

	<b>2016/17 \$'000s</b>	<b>2017/18 \$'000s</b>	<b>Increase / (decrease) \$'000s</b>
Total income	65,082	64,283	(799)
Total expenses	58,700	54,502	(4,198)
Surplus (deficit) for the year	6,382	9,781	3,399
Other comprehensive income	77,351	46,371	(30,980)
Comprehensive result	83,733	56,152	(27,581)

Explanations of some of the key changes between 2016/17 and 2017/18 in the components of the Comprehensive Income Statement are as follows:

1. Total income decreased by less than \$1 million. Some of the key movements between income categories were:
  - a. Rates and charges increased by \$1.174 million. The increase was due to a 2.0% increase in rates and 6% increase in waste charges.
  - b. Operating grants decreased by \$2.784 million. The year on year variance is due to the timing of financial assistance grant payments. The Victorian Grants Commission (VGC) paid half of the 2018/19 allocation in advance in June 2018 (2017/18 year), whereas the 2016/17 year included both the entire 2016/17 year allocation and half of the 2017/18 allocation. The 2017/18 year reflected half of the 2017/18 and 2018/19 years only.
  - c. Contributions of non-monetary assets increased by \$592,000. Non-monetary asset income generally relates to the transfer of infrastructure by developers to Council following completion of subdivisions. These assets become the property of Council and hence increase Council's asset levels. The value of the assets is recorded as income when the transfer of ownership takes place. The total value of assets transferred varies considerably from year to year depending on the level of development in the municipality and subsequent transfer of infrastructure to Council.
2. Total expenses decreased by \$4.198 million. Some of the key movements between expense categories were:
  - a. Depreciation and amortisation decreased by \$1.209 million. The decrease is largely due to a one-off, non-recurring write down in the value of the waste management assets in 2016/17. As noted in this equivalent report 12 months ago depreciation and amortisation expense for 2017/18 was forecast to be between \$13 - 14.5 million.

- The 2017/18 result was \$12.944 million which is just under the lower end of the forecast number.
- b. Borrowing costs decreased by \$322,000. In 2017/18 both interest on borrowings and the increase in provision for landfill arising from changes in discount rates were less comparatively to 2016/17. The repayment of borrowings at higher interest rates will continue to result in a reduction in interest on borrowings. Some of Council's older borrowings are at interest rates of 7.99%.
  - c. Other expenses decreased by almost \$1.9 million. In 2016/17 Council has re-assessed the estimated future expenditures for the rehabilitation of closed landfill sites, including aftercare costs, and this has resulted in an increase in the landfill provision and an increase in other expenses of \$1.506 million. A similar expense has not resulted in 2017/18.
3. Other comprehensive income is \$30.9 million less than last year. Other comprehensive income is primarily movements in the asset revaluation reserve as a result of asset revaluations. The assets are grouped into categories and in accordance with accounting standards, the asset categories are revalued on a cyclical basis over a number of years. As most infrastructure revaluations are based on current replacement cost they generally result in an increase in asset values. The 2016/17 revaluation income was associated with asset revaluations undertaken for land, buildings and infrastructure assets. In 2017/18 revaluations were conducted during the year largely for infrastructure assets only. Further details are contained in the report 2017/18 Valuations.

### **Balance Sheet**

The Balance Sheet shows what Council owns as assets and what it owes as liabilities. The bottom line of this statement is Total Equity which is an accumulation over time of the net worth of Council.

	<b>2016/17 \$'000s</b>	<b>2017/18 \$'000s</b>	<b>Increase / (decrease) \$'000s</b>
Current assets	28,393	40,228	11,835
Non-current assets	489,566	534,551	44,985
Current liabilities	11,193	11,246	53
Non-current liabilities	22,878	23,495	617
Equity	483,888	540,038	56,150

4. Current assets increased by \$11.835 million. The increase in current assets is mainly due to a higher level of financial assets (investments) due to grants received in advance late in the year, together with the deferral of some of the 2017/18 capital works program into 2018/19. Further details are set out below in the Statement of Cash Flows. Council's land assets held for sale also increased during the year, increasing from \$777,000 to \$3.788 million.
5. Non-current assets increased by \$44.985 million. Non-Current assets are assets which are not expected to be converted into cash in the next 12



months. The increase is mainly due to asset revaluations, 2017/18 capital works expenditure and assets contributed by developers following subdivisions.

6. Current liabilities increased by an immaterial amount. There was an increase in trade and other payables however this was largely offset by decreased in provisions and interest-bearing liabilities.
7. Non-current liabilities increased by \$617,000. No new borrowings were drawn down during the year. The landfill provision increased by just under \$1 million. This was caused by Council increasing the period for which the provision is calculated. The provision workpapers end for 52 years from 2017/18 whereas in prior years the provision was for a lesser period of 30 years.
8. Total equity is the term used to describe the value of the Council to its ratepayers and is divided between:
  - a. Accumulated surplus – the value of all net assets over time;
  - b. Asset revaluation reserve;
  - c. Reserves – funds reserved for specific future expenditure.

Council's accumulated surplus increased by \$6.195 million from 2016/17 which is due to (i) the operating surplus of \$9.781 million (comprehensive result) for 2017/18; and (ii) net transfers to reserves for future expenditure requirements of \$3.585 million.

### **Statement of cash flows**

The Statement of Cash Flows is a record of cash received and cash paid by Council for the financial year. It excludes non-cash expenses such as depreciation that are included in the Comprehensive Income Statement and includes items such as capital expenditure and proceeds from loans or repayment of loans that are not included in the Comprehensive Income Statement.

Overall the Statement of Cash Flows shows that cash on hand was \$12.14 million at the end of the year. The level of cash is higher than 2016/17. Council also increased its term deposits (disclosed under financial assets), bringing total cash and investments to \$31.973 million at 30 June 2018. The level of cash should be considered in conjunction with the financial assets category as investments swing between these two asset categories when they come closer to maturity.

Overall Council's cash flow is strong in 2017/18 and this is evident by an overall increase in cash and investments of \$8.739 million, remembering that \$3.64 million of this balance relates to the 2018/19 VGC allocation. Further, the 2018/19 Budget disclosed carry over capital works of \$18.141 million of which \$9.074 million is funded from Council's cash and investments. As such, there are significant future obligations for which the cash and investments will be directed.

### **Budget comparison**

A budget comparison with actual performance is provided at Note 1. The *Local Government (Planning and Reporting) Regulations 2014* require explanation of any material variances. Council has adopted a materiality threshold of ten

percent and positive or negative \$200,000. Refer to Note 1 in the attached Financial Statements.

### **Legal/Statutory**

Council, after passing a resolution giving its approval 'in principle' to the Performance Statement and Financial Statements, must submit them to the auditor for reporting on the audit. The auditor must prepare a report on the Performance Statement and Financial Statements in accordance with section 9A of the Audit Act 1994 but cannot sign such a report unless the Performance Statement and the Financial Statements have been certified. Section 132 of the Act and regulations 18 and 21 of the *Local Government (Planning and Reporting) Regulations 2014*, require Council to authorise two Councillors to certify the documents. The Chief Executive Officer of Council and Council's Principal Accounting Officer are also required to certify the documents.

After Council has received the report of the Auditor, it must give public notice that it has received the Auditor's report and that the report can be inspected at the Council office at any time that the Council office is open to the public.

The Annual Report must be submitted to the Minister within three months of the end of the financial year being reported on, or such longer period as the Minister may permit in a particular case. After the Annual Report has been submitted to the Minister, Council must give public notice that the Annual Report has been prepared and can be inspected at the Council office.

Council must hold a meeting to discuss its Annual Report once each year. The meeting must be held within one month after submitting the Annual Report to the Minister. The meeting must be advertised at least 14 days before it is held, stating the purpose of the meeting and the place from which copies of the Annual Report can be obtained before the meeting. The meeting must be kept open to the public while the Annual Report is discussed.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

We are Sustainable

Our team will make the best and most efficient use of Council's resources

**Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Financial Reports not prepared in accordance with Statutory requirements	Low	Medium	Medium	Consultation with external auditors and active involvement with FinPro for latest updates / changes

**Consultation/Communication**

Extensive consultation has been undertaken with RSD Audit, Agent of the Auditor-General, during the preparation of the Financial Statements. The 2017-18 timetable is shown the following table.

Date	Responsibility	Activity
20 - 22 August	RSD Audit	External audit field work.
11 September	Audit Advisory Committee	Endorse the Financial Statements in consultation with the external auditor.
25 September	Council	Approve, 'in principle', the Financial Statements pending sanction by the Victorian Auditor General; and Authorise two Councillors to sign certification of the Financial Statements.
28 September	Authorised signatories	Sign certification of the Financial Statements.
28 September	RSD Audit	Issue the Final Management Letter
28 September	Responsible officer	Submit the 2018 Annual Report to the Minister.
28 September	Responsible officer	Public notice of meeting to consider Annual Report; and Make Annual Report available.
16 October	Council	Meeting to consider Annual Report

**Options for Consideration**

There are no options for consideration given that production of an Annual Report containing a Performance Statement and Financial Statements is required by the Act and the process is prescribed.

### **Conclusion**

The production of the Performance Statement and Financial Statements is a critical component in the management of Council's operations to ensure accountability and public disclosure in the delivery of services and programs to residents of the municipality.

### **Attachments**

- 1 Financial Statements Draft 2017/18
- 2 Governance & Management Checklist 2018
- 3 Performance Statement 2018

### **Discussion**

The Committee was advised that our Financial Statements more favourable position than previous years, largely due to Victorian Grants Commission distributing grant funds in advance.

Peter McNeill - Chair raised an enquiry regarding an after balance date event, around wages. The amount (reported as approximately \$370,000) relates to equivalent \$40.00 a week back pay and a bonus payout of approximately \$40,000. Anthea Sloan - Manager Finance spoke to this matter and advise that the final outcome was that the amount was reported as unadjusted and not reflected as a provision or accrual in the 2017/18 accounts.

Independent Member Rowan O'Hagan questioned the treatment of the Livestock Exchange, specifically around where the operational costs sit. It was advised that Council continued to operate livestock facility up until end of July 2018. As such, there was no costs to consolidate as transactions (e.g. sales, fees etc.) did not occur prior to the end of financial year. Going forward, the operational costs will be included as consolidated accounts.

Peter McNeill - Chair again expressed concern with the capital works and on the achievement of only \$12 million of the \$30 million capital works budget. Manager People and Governance, Gillian Hoysted outlined that the Council has focused on project management designed and addressed resourcing issues to implement a proper cycle of planning, cycling and developing.

A question was raised by Peter McNeill - Chair as to whether the Council had considered early payout of the interest bearing loans held. Anthea Sloan - Manager Finance advised that these loans have low remaining balances and are established interest only loans. A review was completed some time ago which at the time identified it would not be beneficial to payout the loans early.

Further information was sought by Peter McNeill - Chair regarding the Bad and Doubtful Debts. Peter sought to gain an understanding on what was considered a Bad and Doubtful Debt. Anthea Sloan - Manager Finance advised she would have to confirm this information and report back to the Committee at a later time.



The Committee then discussed the Co-store Carpark Licence and the disclosed future commitment of \$7 million. Anthea Sloan - Manager Finance advised that this commitment had not previously been reported on, however, to ensure transparency it has been included in this financial years report. Additionally, Anthea provided further explanation and outlined that income is received for this commitment, however this is netted off against operational costs (e.g. parking tickets, power, lift, escalator etc.). Over a year, the cost of maintaining the facility exceeds the revenue generated due to level of operational use and occupancy of the facility. Due to the remaining period of the agreement being extensive and the material cost of the financial commitment, the Committee requested an update on the contractual situation be provided, including the reviews which have already been undertaken and the options available which Council have considered.

Kathie Teasdale - RSD/External Auditor advised the Committee that they are expecting to issue an unmodified audit opinion financial report and performance statement.

The Committee discussed whether going forward there should be a June quarterly financial report prepared in July and presented to Council consistent with the other quarters so there is not a significant timing gap in the presentation of financial information to Council. Kathie Teasdale - RSD/External Auditor advised that it would be best practice for this to occur. The Committee recommended that a June quarterly financial report be prepared going forward.

Peter McNeill - Chair queried the 2018 'Revenue Level' figure in the Performance Statement reports as it appeared significantly lower than 2017. Anthea Sloan - Manager Finance undertook to look into and report back.

The Committee acknowledged the achievement of the resolution of the majority of the outstanding audit findings from prior periods as detailed in the draft Final Management Letter tabled.

### **Actions**

An update on the contractual situation in relation to the Co-Store Carpark is to be provided to the Committee, including the reviews which have already been undertaken and the options available which Council have considered.



7. **OTHER BUSINESS**

Nil

8. **NEXT MEETING**

Discussion occurred on the proposed timing of 13 November for the next meeting and that this would only leave two months between meetings. Management undertook to look into whether it was worthwhile changing this meeting date.

9. **CLOSURE OF MEETING**

Meeting closed at 6.48pm.

# Minutes

## Of the Audit Advisory Committee Meeting

**Location:** Ovens Room, Municipal Offices  
62-68 Ovens Street, Wangaratta

**Date:** 6 December 2018

**Time:** 3pm



Brendan McGrath  
Chief Executive Officer



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**Rural City of Wangaratta (RCOW) Audit Advisory Committee**

*The attributes of an effective Audit Advisory Committee Member include:*

- *Shows good judgement and is balanced in their consideration of issues and takes a whole of entity perspective;*
- *Knows the business of the entity; understands the role of the committee and the expectations of Council; takes the time to understand changes that affect how the entity operates and its risks;*
- *Brings knowledge and expertise to bear in committee deliberations;*
- *Displays a constructive and positive attitude in dealings with other committee members, committee advisors and observers;*
- *Is a good communicator, builds effective networks and relationships while maintaining necessary confidences;*
- *Devotes sufficient time to committee business; and*
- *Displays independence of mind on committee deliberations and asks the 'hard' questions when necessary.*

**Recommendations for Improvement from Audit Advisory Committee 2016/2017 Self-Assessment**

The following are recommended actions for improvement:

1. Continue to utilise the new risk management software to ensure an ongoing focus on completing the outstanding recommendations from previous internal and external audits in the proposed timeframes and also monitoring and reporting to the committee the status of these outstanding recommendations.
2. Continue to apply increased focus on ensuring an appropriate accountability framework is maintained to ensure the implementation of the internal and external audit recommendations are completed in reasonable timeframes, to the appropriate level, and ongoing controls are established to ensure the implemented solutions remain effective going forward and do not lapse.
3. Continued focus on the achievement of the action items by the proposed dates with communication to committee members between meetings as appropriate. Monthly communication of the status of the recommendations and action items to the Committee Chair to assist with achieving this improvement.
4. The Committee continue to meet in advance of the formal meeting to discuss the workings of the Committee and to meet with the internal and external auditors as appropriate to discuss specific points prior to the meeting proper.
5. The Committee continue to request that other RCoW Directors attend the relevant parts of the Committee meetings.



6. Continue to aim to keep the focus on ensuring that practices, processes and controls are in place and working effectively, rather than delving too much into the detail, apart from circumstances where the Committee considers this is warranted.
7. Continue to ensure internal audits provide “Value Add” to the RCOW and pay close attention to audit scopes and the staff and other interviewed, surveyed, etc. during the audits.

**1. PRESENT****Members:**

Mr Peter McNeill - Chair, Ms Gayle Lee, Ms Rowan O'Hagan (via teleconference), Cr Ken Clarke

**Observers:**

Mayor Dean Rees (Left after Item 6.15), Anthony Smith - Acting Manager Finance

**Officers:**

Alison Lee - Crowe Horwath/Internal Auditor (Left after Item 6.13), Stephen Clarke - Johnsons MME/External Auditor (Left after Item 5.2), Brendan McGrath - CEO (Left after Item 6.15), Sarah Brindley - Director Corporate Services, Alan Clark - Director Infrastructure Services (Attended only for Item 5.2), Gillian Hoysted - Manager People & Governance, Anthea Sloan - Manager Finance, Janelle Stein - Governance & Reporting Advisor

**2. ABSENT/APOLOGIES****Members:**

Cr Mark Currie

**3. CONFIRMATION OF MINUTES****RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member O'Hagan)**

***That Audit Advisory Committee read and confirm the Minutes of the Ordinary Meeting of 11 September 2018 as a true and accurate record of the proceedings of the meeting.***

**Confirmed**

**4. CONFLICT OF INTEREST DISCLOSURE**

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a 'conflict of interest' in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

**Disclosure must occur immediately before the matter is considered or discussed.**

Nil

## 5. BUSINESS ARISING

### 5.1 APPOINTMENT OF EXTERNAL AUDITOR

<b>Meeting Type:</b>	<b>Audit Advisory Committee Meeting</b>
<b>Date of Meeting:</b>	<b>6 December 2018</b>
<b>Author:</b>	<b>Governance &amp; Reporting Advisor</b>
<b>File Name:</b>	<b>Audit Advisory Committee</b>
<b>File No:</b>	<b>F16/2078</b>

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to the Audit Advisory Committee to inform them of the Victorian Auditor-General's Office (VAGO) appointing Johnsons MME as their audit service provider for the period of 30 June 2019 to 30 June 2021.

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Committee note VAGO have appointed Stephen Clarke of Johnson MME to provide their audit services for three years commencing the financial period ending 30 June 2019.***

**Carried**

#### Background

The Victorian Auditor-General's Office (VAGO) recently retendered audit services for the annual financial audit of Wangaratta Rural City Council (Council).

VAGO have appointed Stephen Clarke of Johnsons MME to assist in undertaking their work for an initial three year period commencing with the financial year ending 30 June 2019 and up to the financial year ending 30 June 2021 subject to annual VAGO reviews for satisfactory performance.

Johnsons MME will commence as the external auditor, taking over from RSD Auditors.

#### Implications

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**Conclusion**

The Audit Advisory Committee note the appointment of Stephen Clarke of Johnsons MME as the external auditor.

**Attachments**

Nil.

**Discussion**

Peter McNeill - Chair, requested that the Recommendation be amended to clarify that start date of the three year appointment of Stephen Clarke of Johnson MME by VAGO was effectively 1 July 2018. Commencing financial period ending 30 June 2019.

Stephen Clarke - External Auditor noted that he has also been appointed as external auditor for the Livestock Exchange. Discussion occurred around the importance of continuing the good progress with the processes for the capitalisation and revaluation of assets and the timing for the review of these at the interim audit stage

**Actions**

Provide notification to the Councillors of VAGO's appointment of Stephen Clarke of Johnson MME to provide their audit services for three years commencing the financial period ending 30 June 2019.

## 5.2 COMMITTEE ACTIONS ITEM STATUS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to provide an update on the status of action items arising from prior meetings.

#### **RECOMMENDATION:**

**(Moved: Independent Member O'Hagan / Independent Member Lee)**

***That the Audit Advisory Committee note the Action Items Report.***

**Carried**

### Background

As at the September 2018 meeting, there were 11 open action items. At that meeting a further 9 were added (*refer attachment*).

The attachment provides the status of each of the open action items and a summary of the status of the actions is outlined below.

13	Completed	Action Completed
2	Nearing Completion	Action Nearing Completion
0	In Progress	In Progress
4	Overdue	Action overdue and progress stalled
1	Not Started	Work to complete action has not started



Additionally, updates will be provided to the Committee from Council Officers in relation to the following matters:

- **Capitalisation**  
Director Infrastructure Services - Alan Clark  
Manager Finance - Anthea Sloan
- **Broker Services and Insurance Annual Renewal FY2019/20**  
Governance & Reporting Advisor - Janelle Stein
- **Business Health Check**  
Manager People & Governance - Gillian Hoysted  
Director Corporate Services - Sarah Brindley
- **CAMMS**  
Manager People & Governance - Gillian Hoysted  
Director Corporate Services - Sarah Brindley
- **Cash Receipting**  
Manager Finance - Anthea Sloan
- **Staff Engagement Survey**  
Manager People & Governance - Gillian Hoysted
- **Unadjusted External Audit Finding**  
Manager Finance - Anthea Sloan

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

Reporting on actions identified by the Audit Advisory Committee provides good governance and improved financial and risk management outcomes.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

### **Conclusion**

Action items continue to be effectively dealt with and closed.

### **Attachments**

- 1 Audit Advisory Committee Action Sheet December 2018

### **Discussion**

#### **Capitalisation**

Alan Clark - Director Infrastructure Services attended the Audit Advisory Committee meeting to provide an update on activities being undertaken which contribute to the capitalisation process.

The Committee was advised that there is a focus on ensuring that the work completed for the end of FY2017/18 is leveraged to continue to streamline the capitalisation process. It was outlined that the asset system forces handover at practical completion. Additionally, tender schedules are currently in the process of being re-written to help with asset identification. Work is being completed to identify the balance as this is not always the most suitable process and Information Services has been engaged to capture gifted assets. To ensure the process is capturing all necessary assets, a data gap analysis will be completed early in the new year.

Team changes and having key positions vacant has presented challenges with completing the required works. However, Infrastructure is undertaking active recruitment to fill these positions and believes the program of work will be back on track in 2019.

Required data has been captured and processes are in place to ensure required actions are performed accordingly moving forward, this includes revaluation every 2 years with review every other year. Council is working with North East Management Group to develop unit rates to inform revaluation. Additionally, Council is exploring alternative ways to undertake condition assessments.

All Capital Projects are currently underway or in Tender, with key projects (e.g. Aquatic Facility, Cruse Street and Organics) tracking well. Only a number of projects 'at risk' currently. However, the inability to confirm when project funds will be spent is introducing some uncertainty. An example of this is the Aquatic Facility has been forecasted by all Tenderers to be delivered by July - December 2020. However, Council has been unable to lock down with Tenderers how much of the project costs they are forecasting will be spent in FY2019/20.

The Committee was then informed that renewals are forecasted to increase of the next year or two and then predicting a decline. Additionally, project phasing has been implemented to enable split expenditure/income over financial years.

Peter McNeill - Chair requested an overview be provided at the next Committee meeting of the budgeting process relating to how projects are identified for and then phasing subsequently implemented. This overview is to include an example (e.g. Aquatic Facility) where a project is budgeted for over several financial years.

**Broker Services and Insurance Annual Renewal FY2019/20**

The Committee was advised that an Expression of Interest (EOI) for Brokerage Services has been placed. Once the EOI has concluded, applications will be assessed and invitations to tender will be issued to successful applicants.

Following receipt of this update, the Committee requested updates continue to be provided at the upcoming Audit Advisory Committee meetings.

**Business Health Check**

Director Corporate Services - Sarah Brindley advised the Committee that previously KPMG had completed a Business Health Check for the Council. The outcomes and recommendations proposed by KPMG were deemed to be over engineered and complex. The Director Corporate Services has taken ownership of this process and has reviewed the outcomes which resulted in stripping a lot of projects out.

The next steps is to review the strategic objectives in upcoming Council Plan and work with organisation to develop a Customer Strategy. Additionally, Information and Communications Technology (ICT) feeds into this process and Council is currently out to Tender for a consultant to assist with the development and implementation of an ICT Strategy.

**CAMMS**

Confirmation was provided to the Committee that CAMMS is fully implemented and all budget submissions running/being tracked through CAMMS.

**Cash Receipting**

The Committee was advised that the internal audit actions relating to Cash Receipting remain open. Work will continue to move these actions through to closure.

**Staff Engagement Survey**

Manager People & Governance - Gillian Hoysted presented a high level overview of the outcomes from the Staff Engagement Survey. It was outlined to the Committee that the Staff Engagement Survey was a G12 (Gallop) design, focused on engagement.

**Unadjusted External Audit Finding**

Peter McNeill - Chair sought confirmation be provided as to what process will be undertaken in the future if an unadjusted audit item/s is identified. Clarification was requested as to where does the decision sit regarding the determination as whether to adjust or not.

Anthea Sloan - Manager Finance addressed the enquiry by advising that in her capacity as Manager Finance the recommendation and ultimately the decision sits with her. With this in mind, Anthea restated that the unadjusted audit item identified in the 2017/18 Audit was immaterial and within capacity threshold, therefore it was determined that no adjustment was required.

**Actions****Capitalisation**

Provide Audit Advisory Committee with several examples of projects which include phasing at the next Committee meeting in March 2019. Examples to be extracted from CAMMS and include the Power Budget and Long Term Financial Plan (LTFP).

**Broker Services and Insurance Annual Renewal FY2019/20**

Continue to report to the Audit Advisory Committee on the progress of tendering for brokerage services and the insurance renewal for FY2019/20.

**Business Health Check**

Send the Business Health Check Principles to Audit Advisory Committee members.

**Staff Engagement Survey**

A Performance Dashboard to be presented at the next Audit Advisory Committee meeting (March 2019).

**Risk Management**

Management to propose options and timing for the next Risk Assessment process.

### 5.3 STRATEGIC AUDIT PLAN 2018/19 - 2020/21

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to the Audit Advisory Committee to review the Strategic Internal Audit Plan 2018/19 - 2020/21 (The Plan).

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

*That the Audit Advisory Committee review the Strategic Internal Audit Plan 2018/19 - 2020/21 and recommend changes if deemed required.*

**Carried**

#### **Background**

Crowe Horwath has developed a Strategic Internal Audit Plan (The Plan) for 2018/19 to 2020/21. The Plan includes an indicative schedule for internal audits the 2018/19 to 2020/21 period and provides an internal audit universe for future years which includes recent internal audit activity. The Plan is presented to the Audit Advisory Committee for on-going review and propose any changes to The Plan deemed necessary.

#### **Implications**

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

Provision has been made in the 2018/19 budget for four internal audit reviews by Crowe Horwath.



**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017 - 2021 Council Plan:

**Pillar****We are Sustainable****What we do everyday**

We provide a robust and transparent governance framework

**Risk Management**

The completion of the audits will assist in identifying actions to improve our risk management.

**Conclusion**

The Strategic Internal Audit Plan 2018/19 to 2020/21 is presented to the Audit Advisory Committee for review.

**Attachments**

- 1 Strategic Internal Audit Plan 2018/19 to 2020/21

**Discussion**

Peter McNeill - Chair again raised the possibility of one of the internal audits being a combined audit which addresses project management, procurement and contract management. This recommendation was supported by the Committee. Gayle Lee - Independent Member recommended that this internal audit be undertaken in Q1 of FY2019/20. This recommendation was noted, however, Anthea Sloan - Manager Finance raised that the scheduling of these internal audits needs to be carefully monitored to ensure that dependencies that will contribute to those internal audits have been completed prior to the audit commencing.

Gayle Lee - Independent Member advised that she did not like risk assessment from prior years with Crowe Horwath and recommended a different approach be undertaken. Gayle advised she believes it is the responsibility of Council to facilitate the risk assessment and not something for Internal Auditors to do. Additionally, Gayle spoke of contiguous risks and need for Council to look at the velocity of risks.

Rowan O'Hagan - Independent Member stated that she could provide recommendations of organisations that may be able to assist/undertake the risk assessment.

**Actions**

An Internal Audit titled Project Management, Procurement and Contract Management Review to be added to the Strategic Internal Audit Plan 2018/19 - 2020/21. Date for undertaken the internal audit to be tentatively stated as July 2019.

#### 5.4 AUDIT ADVISORY COMMITTEE AGENDA PLAN

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### Executive Summary

This report is presented to the Audit Advisory Committee (*the Committee*) review and confirm the completeness of the Committee's agenda plan.

##### **RECOMMENDATION:**

(Moved: Cr Clarke / Independent Member Lee)

**That the Audit Advisory Committee:**

- 1. Endorsed the inclusion of the Business Continuity Plan (BCP) and the Disaster Recovery Plan (DR Plan) as Business Items in the Agenda Plan; and**
- 2. Endorsed a review frequency of 6 monthly for the Business Items.**

**Carried**

##### Background

Part 2, Clause 6(1) of the Audit Advisory Committee Charter 2015 (*the Charter*) requires that an annual agenda including a schedule of meeting dates be developed and agreed to by the members of the Committee.

The current agenda plan is provided for information (*refer Attachment*).

The agenda plan covers all of the subject items set out in the Charter.

At the September 2018 meeting, the Committee raised whether the Business Continuity Plan (BCP) and the Disaster Recovery Plan (DR Plan) should be included within the agenda as Business Items. The Committee wished to revisit this topic during this meeting.

##### Implications

**Policy Considerations**

An updated agenda plan achieves compliance with the Charter.

**Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**Risk Management**

The agenda plan mitigates the moderate risk that the Committee neglects to attend to all of the Committee functions set out in the Charter.

**Operations for Consideration**

The Committee is to consider the inclusion of the Business Continuity Plan (BCP) and the Disaster Recovery Plan (DR Plan) as Business Items in the Biennial Agenda.

If the Committee determines the BCP and DR Plan should be included as Business Items in the agenda, the frequency of reviewing those items also needs to be considered and assigned.

**Conclusion**

The agenda plan has been provided to the Committee to give them the opportunity to review it, make commentary and/or discuss changes and confirm that it is satisfactory.

**Attachments**

- 1 Audit Advisory Committee Biennial Agenda Plan December 2018

**Actions**

Business Continuity Plan (BCP) and the Disaster Recovery Plan (DR Plan) as Business Items in the Agenda Plan and assign 6 monthly review cycle.

## 6. REPORTS

### 6.1 APPOINTMENT OF A CHAIRPERSON

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to the Committee to provide notice that the Committee will need to undertake an appointment of a Chairperson due to the end of the Chairperson's 12 month term.

#### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee notes the report.***

**Carried**

#### Background

The Audit Advisory Committee Charter 2015 (Charter) outlines the process for the appointment of a Chairperson by the Committee.

Clause 5.6 of the Charter states:

*"The Chairperson shall be appointed from the external members of the Committee by the Committee subject to Council's approval. In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the external members present."*

As the Chairperson, Peter McNeill, was elected on 19 December 2017 for a term of 12 months, the appointment will end on 19 December 2018.

Therefore it is proposed that the appointment of the Chairperson will be performed at the next scheduled Audit Advisory Meeting in March 2019. At this time, the Committee will be required to undertake the appointment of a Chairperson for a 12 month term, commencing March 2019.

#### Implications

#### **Policy Considerations**



The Audit Advisory Committee Charter sets out the requirements for the appointment of a Chairperson.

### **Financial/Economic Implications**

Advisory Committees provide a positive outcome for the sustainability of the local community.

### **Legal/Statutory**

The appointment of a Chairperson is provided for in the *Local Government Act 1989*.

### **Social**

Advisory Committees provide the opportunity for two-way engagement between Council and Community members.

### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for the subject of this report.

### **2017 - 2021 Council Plan**

This report supports the Council Plan.

### **Pillar**

#### **We are Sustainable**

#### **The Non-Negotiables**

Our legislative, governance and compliance requirements will be met

### **Conclusion**

The Committee notes that the appointment of a Chairperson from the external members of the Committee for a term of 12 months will be undertaken at the next Audit Advisory Committee meeting.

### **Attachments**

Nil

### **Discussion**

Peter McNeill - Chair stated that it is good practice to rotate the Chairperson of Advisory Committees and recommended that future elections for the Audit Advisory Committee Chair occur at the November/December Committee meeting. Recommendation supported by the Committee and Council Officers.

## 6.2 AUDIT ADVISORY COMMITTEE APPOINTMENT

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Committee to provide notice that Council will need to undertake an Expressions of Interest process for an external independent member due to the end of an external independent member's three year term.

### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Audit Advisory Committee notes the report.***

**Carried**

### Background

The Audit Advisory Committee comprises a minimum of five members inclusive of two Councillors and three external independent persons.

Clause 5.2 of the Audit Advisory Committee Charter 2015 states:  
*"Appointments of external persons shall be made by Council by way of a public advertisement and be for a maximum term of three years. The terms of the appointment should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives. A sitting member is able to reapply and be appointed for subsequent terms. All reappointments following each independent member's second term must be publicly advertised."*

As vacancy now exists due to the end of an independent member's three year term, it is proposed that the vacancy be filled subsequent to the December Committee meeting.

### Implications

#### **Policy Considerations**

Advisory Committee Charters set out the terms for appointment of external independent members.

**Financial/Economic Implications**

Advisory Committees provide a positive outcome for the sustainability of the local community.

**Legal/Statutory**

The appointment of Advisory Committees is provided for in the *Local Government Act 1989*.

**Social**

Advisory Committees provide the opportunity for two-way engagement between Council and Community members.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan**

This report supports the Council Plan.

**Pillar****We are Sustainable****The Non-Negotiables**

Our legislative, governance and compliance requirements will be met

**Conclusion**

Following consideration of the Expression of Interest applications for Council's Audit Advisory Committee, the new appointment will assist the Committee in continuing to provide Council with advice, feedback and guidance.

**Attachments**

Nil

**Discussion**

The Committee further discussed and gave consideration for the optimal time to elect/change Committee members.

Gayle Lee - Independent Member advised that the Register of Interest is performed every June and suggested that at this time Committee Membership Terms could be reviewed to identify upcoming term expires. These suggestions were supported and noted by the Committee and Council Officers.

In addition, the Committee was advised that consideration has been given to increasing the number of Independent External Members from three to four. The Committee was asked if this recommendation was put to Council are there particular skills or experience they believe would benefit and further add to the Committee. The Committee advised that they believe if a member could be sought that has financial and governance background in addition to experience or skills in organisational culture, ethics, legal and technology it would further expand the depth of knowledge held by the Committee.

**Actions**

Future key appointment dates to be added to the Corporate Calendar.

### 6.3 AUDIT ACTIONS - STATUS REPORT

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to the Audit Advisory Committee to provide an update on the status of internal and external audit recommendations and actions.

#### **RECOMMENDATION:**

**(Moved: Independent Member O'Hagan / Independent Member Lee)**

***That the Audit Advisory Committee notes the update on the status of audit actions.***

**Carried**

#### **Background**

The Audit Advisory Committee Charter requires that the Committee review the extent to which Council and management react to matters raised via internal and external audits by monitoring the implementation of recommendations made by auditors.

In particular, this requires the Committee to critically analyse and follow up any management, internal controls, financial reporting and other accountability or governance issues and any other matters relevant under the Committee's Charter.

Recommendations are made by auditors following completion of internal and external audit reviews by Council's internal auditor, Crowe Horwath, and from the external financial audit of Council by the Auditor General's agent, RSD Advisors.

The status of internal and external audit recommendations are shown in the attachments (***refer Attachments***). Additionally, a summary of all new, existing and completed audit actions is detailed in charts below.



	INTERNAL AUDIT ACTIONS					
	LOW		MEDIUM		HIGH	
	Total	Overdue	Total	Overdue	Total	Overdue
New Audit Action **	9	-	7	-	-	-
Existing Audit Action	6	4	15	4	4	2
Completed Audit Action	2	2	3	3	1	1

**\*\* 13 Additional New Audit Actions had No Priority Rating provided**

	EXTERNAL AUDIT ACTIONS					
	LOW		MEDIUM		HIGH	
	Total	Overdue	Total	Overdue	Total	Overdue
New Audit Action	-	-	1	-	-	-
Existing Audit Action	1	-	1	1	-	-
Completed Audit Action	4	2	1	-	2	1

As at the December 2018, there are 54 open Internal Audit Actions with a total of 10 overdue and 3 open External Audit Actions with 1 overdue.

### Implications

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017 - 2021 Council Plan:

**Pillar****We are Sustainable****What we do every day**

We provide a robust and transparent governance framework

**Risk Management**

The Director Corporate Services and the Governance and Reporting Advisor are working with managers to close-out long standing actions which are adding to Council's risk profile

**Conclusion**

Implementation of recommendations from auditors continues with a significant number of actions now overdue and requiring active intervention.

**Attachments**

- 1 Crowe Horwath Internal Audit Progress Report - December 2018
- 2 External Audit Status Report - December 2018
- 3 Internal Audit Status Report - December 2018

**Discussion**

The Committee noted the progress that has been made with addressing both internal and external findings. However, the Committee restated that they want focus to remain on addressing audit findings as a priority for the Council. The Committee also advised that they welcome updates on the audit actions to be provided between committee meetings.

#### 6.4 INTERNAL AUDIT REPORT - GOVERNANCE AND LEGAL COMPLIANCE

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Executive Summary**

This report is presented to the Audit Advisory Committee to review the internal audit report concerning Governance and Legal Compliance.

##### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Audit Advisory Committee notes the findings and management responses for the Governance and Legal Compliance internal audit review.***

**Carried**

##### **Background**

In accordance with the internal audit program for 2018/19, Council's Internal Auditor, Crowe Horwath, has completed a review of Governance and Legal Compliance (*refer attachment*).

The internal audit report has been finalised with Management Comments included.

The internal audit report is presented to the Audit Advisory Committee for noting of the findings and management responses.

##### **Implications**

##### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

##### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

**Goal****We are Sustainable****What we do every day**

We provide a robust and transparent governance framework.

**Risk Management**

Twelve recommendations have been made - Five Moderate and Seven Low. Noting no high findings were identified.

Findings have rated using the below classifications:

- |                   |   |
|-------------------|---|
| <b>High (H)</b>   | High risk within the audit area due to some serious control weaknesses;                                     |
| <b>Medium (M)</b> | Moderate risk within the audit area due to existing controls that need improvement to ensure soundness; and |
| <b>Low (L)</b>    | Low risk within the audit area. Some opportunities for control improvement exist.                           |

The findings will be presented verbally by Crowe Horwath.

**Conclusion**

Council's Internal Auditors have made twelve findings which have been addressed through management responses and the accepted findings have been added to the audit actions registered, assigned responsibility and a delivery date.

**Attachments**

- 1 Internal Audit Report - Governance and Legal Compliance

### **Discussion**

As several of the findings from the Governance and Legal Compliance Review related to improving risk controls, Council advised currently in the process of exploring alternative risk management platforms. Alison Lee - Internal Auditor Crowe Horwath advised that she can provide Council with contacts from neighbouring councils who are currently using alternative risk management platforms (e.g. CAMMS / Nimblex (eBMS)).

Additionally, Gillian Hoysted - Manager People & Governance advised that Council are currently reviewing available Fraud Online Training / eLearning Modules. This is with the intention to select a service provider and module and roll out the training in 2019.

Peter McNeill - Chair enquired and sought confirmation that the Target Date of 31 December 2019 for Finding 7 - Revision of the Compliance Register, was correct. Gillian Hoysted - Manager People & Governance confirmed date was correct and outlined that this date was to provide Council will time to seek alternatives to a manual Compliance Register (e.g. Compliance Register Module provided by a law firm or local government body) and prepare business case to support implementation. The Target Date of 31 December 2019 was supported by Alison Lee - Internal Auditor Crowe Horwath as finding was rated Low.

In relation to the discussion on risk appetite, Rowan O'Hagan - Independent Member recommended Council look at the Charles Sturt University (CSU) risk appetite document on their website.



## 6.5 INTERNAL AUDIT REPORT - WORKFORCE PLANNING, RECRUITMENT AND RETENTION

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to review the internal audit report concerning Workforce Planning, Recruitment and Retention.

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Audit Advisory Committee notes the interim findings of the Workforce Planning, Recruitment and Retention internal audit review.***

***Final Workforce Planning, Recruitment and Retention internal audit review to be presented at the next Audit Advisory Committee (March 2019).***

**Carried**

### Background

In accordance with the internal audit program for 2018/19, Council's Internal Auditor, Crowe Horwath, has completed a review of Workforce Planning, Recruitment and Retention (*refer attachment*).

The internal audit report has is currently in draft with Management Comments yet to be finalised.

The internal audit report is presented to the Audit Advisory Committee for noting of the findings.

### Implications

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

**Goal****We are Sustainable****What we do every day**

We provide a robust and transparent governance framework

**Risk Management**

Twelve findings have been made - Six Moderate and Six Low. Noting no high findings were identified.

Findings have rated using the below classifications:

- |                   |   |
|-------------------|---|
| <b>High (H)</b>   | High risk within the audit area due to some serious control weaknesses;                                     |
| <b>Medium (M)</b> | Moderate risk within the audit area due to existing controls that need improvement to ensure soundness; and |
| <b>Low (L)</b>    | Low risk within the audit area. Some opportunities for control improvement exist.                           |

The findings will be presented verbally by Crowe Horwath.

**Conclusion**

Council's Internal Auditors have made twelve recommendations which are currently being reviewed management responses determined.

**Attachments**

- 1 Draft Internal Audit Report - Workforce Planning, Recruitment and Retention

**Discussion**

Peter McNeill - Chair noted that some items raised by the Committee at the 11 September 2018 meeting did not appear to be included in the Workforce Planning, Recruitment and Retention Review. Requested minutes to be reviewed and update provided to the Committee out of session.

**Actions**

Alison Lee - Internal Auditor Crowe Horwath to review minutes 11 September 2018 Audit Advisory Committee to provide comments on whether items raised were included and addressed through the review. Responses will be provided to the Committee out of session.

## 6.6 INTERNAL AUDITS - MEMORANDUM OF AUDIT PLANNING

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee to provide the revised Memorandum of Audit Planning (MAP) for the Capitalisation Process Review and the draft MAP for the Grants Funding Review.

#### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee:***

- 1. Endorse the Memorandum of Audit Planning (MAP) for the Capitalisation Process Review; and***
- 2. Note and provide comment for the draft MAP for the Grants Funding Review.***

**Carried**

### Background

The Audit Advisory Committee has requested the opportunity to provide input into the Memorandum of Audit Planning for internal audits.

The Capitalisation Process and the Grants Funding Review have been scheduled to occur prior to the end of the 2018/19 financial year.

Consultation with the relevant internal stakeholders has occurred and the MAP for the Capitalisation Review is now ready for consideration and endorsement by the Audit Advisory Committee.

The scope of the Capitalisation Review will be restricted to Council's capitalisation process. This will include:

- The recording of assets in Council's asset management systems, including contributed or gifted assets and assets constructed by Council (renewal, upgrade, expansion or new assets);
- The capturing of asset attribute information;

- The assignment of value (cost) and effective life for accounting purposes;
- The processes for the subsequent depreciation of the asset;
- The identification and reporting of works in progress amounts;
- The disposal of an asset (where relevant); and
- Supplementary processes such as revaluations, the reclassification of assets held for sale and the processes for the design of the capital works program are not in the scope of this audit.

The objective of the internal audit will be to:

- Review the processes in place to ensure the capitalisation process is timely and accurate;
- Confirm that the capitalisation process aligns with the requirements outlined within the capitalisation policies and procedures; and
- Review how asset information is identified, captured and transferred across Council, in particular for contributed assets.

The MAP for the Grants Funding Review remains in draft state and the review process for this MAP is underway but not yet finalised.

Currently, the objectives for the Grants Review are to:

- Review the process and strategy for how grants applied for and given out by Council link to the Council Plan;
- Review processes in place for grants applied for by Council;
- Review processes in place for grants provided to community groups;
- Consider procedures relating to VAGO grants reporting; and
- Relationship/Operation of the Economic Development Team in the grant funding process.

Additionally, the proposed objective of the internal audit will be to:

- Understand through discussion and observation the management processes in place;
- Document and evaluate the methods associated with control and management; and
- Assess areas of risk in the Council's processes.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

Costs of internal audits are incorporated in the 2018/19 budget.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.



**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan**

This report supports the 2017 - 2021 Council Plan:

**Goal****We are Sustainable****What we do every day**

We provide a robust and transparent governance framework.

**Risk Management**

The internal audits will assist in identifying risks and ensuring that there are appropriate controls implemented to effectively manage the risks.

**Conclusion**

Internal audits support Council's promise to provide a robust and transparent governance framework and will identify any risks, and ensure that work is undertaken to control the risks.

Officers believe that appropriate consultation has occurred and the MAP for the Capitalisation Review is now ready for consideration and endorsement by the Audit Advisory Committee.

The MAP for the Grants Review is presented in draft to the Audit Advisory Committee for noting and comment.

**Attachments**

- 1 Memorandum of Audit Planning - Capitalisation Process Review
- 2 Draft - Memorandum of Audit Planning - Grants Review

**Discussion****Memorandum of Audit Planning - Capitalisation Process Review**

Peter McNeill - Chair raised the possibility of broaden the scope of the review to include not just capitalisation process but also the revaluation process.

Gayle Lee - Independent Member noted Peter McNeill's recommendation but suggested waiting for the external audit process. Additionally Gayle enquired as to what stage the revaluation process is at, as believed it was still a work in progress.

Anthea Sloan - Manager Finance advised that if the new external auditor has a different approach to the previous external auditor this may change Council's revaluation approach.

The Committee decided not to amend scope for now. This decision may be revisited pending the review from external auditor.

#### **Memorandum of Audit Planning - Grants Funding Review**

The Committee were interested in the rationale behind the inclusion of the Economic Development Team throughout the MAP. Alison Lee - Internal Auditor Crowe Horwath to review and provide feedback to the Committee on the rationale.

Additionally, the Committee stated they would like to see the scope of the review address how are grants are made available, number of successful grants obtained versus not successful, how Council decides who (internal team/department) applies for the grant and review of the grant management capabilities within CAMMS.

#### **Actions**

#### **Memorandum of Audit Planning - Grants Funding Review**

Alison Lee - Internal Auditor Crowe Horwath to provide feedback on rationale for Economic Development Team involvement.

Once updated the MAPs for the reviews will be circulated to the Committee out of session.

## 6.7 FINAL MANAGEMENT LETTER YEAR ENDED 30 JUNE 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report tables the Management Letter issued by the Victorian Auditor General's Office for the year ended 30 June 2018. The Management Letter sets out the assessment of the audit findings in relation to Council's financial report and performance statement.

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Committee notes the Victorian Auditor General's Office Management Letter for the year ended 30 June 2018.***

**Carried**

### Background

The Management Letter is issued by Kathie Teasdale, Partner at RSD Audit, the Victorian Auditor General's Office audit service provider. The Management Letter sets out matters relating to control weaknesses and financial reporting issues identified during the audit of Council's financial report and performance statement for the year ended 30 June 2018. The status of current year issues raised previously, and all outstanding prior period issues are also detailed in the final management letter.

No high-risk findings have been raised during the audit for the year ended 30 June 2018 and no high-risk findings remain unresolved. Three findings are classified as unresolved or in progress in the Management Letter. Seven prior year issues have been resolved during the course of the audit (***refer attachment***).

A draft of the Management Letter was provided to the committee at the last meeting. No material changes were made from the draft Management Letter.

### Implications

### **Policy Considerations**

There are no policy implications identified for the subject of this report.

### **Financial/Economic Implications**

One new finding was raised and assessed as medium risk. The finding related to the completion of condition assessments for infrastructure assets.

Set out below are the open matters:

<b>Open Issue</b>	<b>Issue Raised</b>	<b>Rating</b>
Condition Assessments	Final 2018	Medium
EFT Payment Process	Final 2017	Low
Sales Reconciliations	Interim 2017	Low

### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

### **Risk Management**

The action items identified in the Final Management Letter are rated either low or medium.

### **Conclusion**

The Final Management Letter provides assurance regarding the rigour of Council's internal controls relevant to the preparation of the financial statements and performance statement. Council does not have any high-risk findings.

### **Attachments**

- 1 Final Management Letter 2017 - 18

## 6.8 CLOSING REPORT FOR THE YEAR ENDED 30 JUNE 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** Working Papers - 2017 - 2018  
**File No:** F16/2201

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report tables the Closing Report issued by the Victorian Auditor General's Office for the year ended 30 June 2018. The Closing Report summarises the results of the audit activities and provides commentary with respect to the key areas of audit focus in relation to Council's financial report and performance statement.

### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Independent Member O'Hagan)**

***That the Committee notes the Closing Report for the year ended 30 June 2018 and requests the presentation of a report on how to improve financial reporting at next two Audit Advisory Committee meetings (March and June 2019).***

**Carried**

### Background

At its last meeting in September, the Committee discussed key elements of the financial report. The discussion points at this meeting included:

- Unadjusted immaterial differences, in particular the unadjusted amount of \$370,280 for the Enterprise Agreement backpay amount.
- Preparation of a consolidated financial report for the year ended 30 June 2019 due to the incorporation of Wangaratta Livestock Exchange Pty Ltd.
- Delivery of the capital works program and variances to the Adopted Budget.
- Disclosure of commitments with respect to the Co-store Carpark Licence.
- Reduction in recurrent grant income disclosed in the performance statement.

The final Closing Report has now been received.



## **Implications**

### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

### **Financial/Economic Implications**

The Closing Report provides an assessment of Council's performance against a number of audit risks identified in the Audit Strategy issued in March 2018. These are:

1. Fair value of infrastructure, property, plant and equipment;
2. Accounting for landfill airspace and rehabilitation provisions;
3. Preparation of consolidated financial report; and
4. Performance statement.

The above risks were addressed by audit procedures with satisfactory findings apart from a new audit finding in relation to the completion of condition assessments in the year ended 30 June 2018.

### **Legal/Statutory**

Council complies with the *Local Government Act 1989* and Australian Accounting Standards and Regulations when preparing and auditing financial statements.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

### **2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017 - 2021 Council Plan:

### **Pillar**

### **We are Sustainable**

### **The Non-Negotiables**

Our team will make the best and most efficient use of Council's resources  
Our legislative, governance and compliance requirements will be met  
Asset management systems are maintained

**Risk Management**

There are no moderate or extreme risk relevant to this report.

**Conclusion**

The Closing Report to the Audit Advisory Committee for the year ended 30 June 2018 provides a summary of risks assessed by the audit.

**Attachments**

- 1 Closing Report for the year ended 30 June 2018

**Discussion**

In response to the 'intermediate' and 'developing' ratings provided by VAGO in relation to the quality of RCOW's financial reporting on page 11 of the closing audit report, the Committee noted that work has commenced in an effort to improve Council's financial reporting and as such, requested that a brief update on how improvements are progressing is provided to the Committee over the next few months. Ideally the report would be presented in advance of the interim audit and then in advance of the changes being implemented.

The proposed report is recommended to be no more than a page, detailing where the Council is at. Additionally, the Committee suggested Council use the Victorian Auditor-General's Office - Financial reporting preparation framework outlined in the Closing Report (Page 21 - Closing Report) as a guide.

The recommendation was supported by Council Officers and an update is to be provided at the next and then subsequent Committee meeting on how Council are progressing against financial reporting standards.

**Actions**

A report is to be presented to the Committee on how to improve financial reporting at next two Audit Advisory Committee meetings (March and June 2019) including assessment against framework from VAGO - In advance of interim and lead up to final.

An update will be provided to the Committee at next meeting (March 2019) on the audit standards noted on pages 12 and 13 of the report.

## 6.9 QUARTERLY FINANCE REPORT - SEPTEMBER 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** Financial Management -Budgeting - Progress -  
2018/19 Performance Reporting  
**File No:** F17/941

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to provide an update of Council's year-to-date (YTD) financial performance to its Current Budget 2018/19. The Current Budget reflects the Adopted Budget, adjusted for carry overs adopted at the September 2018 council meeting.

#### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee notes the September 2018 Quarterly Finance Report.***

**Carried**

### Background

Council has completed its first quarter financial reporting process to manage and monitor its financial position against budget.

### Implications

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial Implications**

#### **Quarter 1 Year to Date Summary**

	Adopted Budget	Current Budget	YTD Actuals	YTD Current Budget	YTD Current Budget Variance	YTD Current Budget Variance
	2018/19 \$'000	2018/19 \$'000	2018/19 \$'000	2018/19 \$'000	2018/19 \$'000	2018/19 %
Income	59,363	60,848	37,971	38,145	(173)	0%
Expenses	56,826	57,319	14,686	14,307	(378)	-3%
<b>Surplus (deficit) for the period</b>	<b>2,536</b>	<b>3,528</b>	<b>23,286</b>	<b>23,837</b>	<b>(552)</b>	<b>-2%</b>
<b>Capital Works Expenditure</b>	<b>38,760</b>	<b>39,593</b>	<b>4,467</b>	<b>6,492</b>	<b>(2,026)</b>	<b>-31%</b>

Note that Commitments of \$4.2 million exist in relation to capital works expenditure at 30 September 2018.

### Operating Result

Council's performance is overall worse than expected for the 3 months ended 30 September 2018, however this is mainly driven by higher than budgeted depreciation and employee benefits expenditure. Council's overall performance is within 2% of the budget for the 3 months to 30 September 2018.

When compared to Council's budget, Council's income results are within 0.45% of budget and expenditure results are within 3% of budget.

### Income – favourable movements

1. Operating grant income is tracking ahead of budget by \$338,962 at the end of September 2018. This is a timing difference only as the two items causing the majority of the variance are the Owen's & Murray Multicultural Regional Area Partnership (OMMRAP) grant and the recurring grant from Creative Victoria for the Wangaratta Performing Arts and Convention Centre were received earlier than expected.

### Income – unfavourable movements

1. Capital grant income is tracking behind budget by \$621,749. This variance is caused by differences in expected timing of receipt of capital grants only. All grants have been announced and confirmed by the State or Federal Governments and the grant amounts will be received over this financial year. The projects that have unfavourable variances are:
  - a. Wangaratta Aerodrome development \$28,196
  - b. Gallery feasibility study \$12,495
  - c. CBD masterplan - railway precinct \$37,485
  - d. Organics processing plant \$200,000
  - e. Roads to Recovery \$341,074

### Expenditure – favourable movements

1. Materials and services expenditure is tracking 15% below budgeted expenditure. The majority of this variance relates to slight delays in expenditure and is not representative of significant savings through the remainder of the financial year. Further, in some instances Council has reviewed its working capital requirements and also identified instances where Council paid suppliers earlier than what was required. As such, approximately \$100,000 of the variance arises due to better cash management practices.

#### **Expenditure – unfavourable movements**

1. Employee benefits are higher than expected for the three months. This is substantially due to an increase of over \$400,000 in the provisions for annual leave and long service leave as a result of the new pay rates that became effective in August 2018. The Fair Work Commission approval process for Council's Enterprise Agreement was protracted and at the time of the budget approval it was not known when the approval would be granted. The approval in August 2018 has resulted in earlier than expected increases in the provisions to reflect the increase in employees' hourly rates by the higher of \$40 a week or 3.02%.
2. Depreciation expense is higher than budgeted and will continue in this way until 30 June 2019. This is caused by the 30 June 2018 revaluation of Council's road and drainage assets. Based on the unit rates provided by Council's Asset Engineer, the fair value of Council's infrastructure assets (excluding Waste Management and Recreational, Leisure & Community assets) increased by \$76.1 million (15%). Drainage and road assets were the largest contributors to this increase and as a result depreciation expense for the year ended 30 June 2019 and subsequent years will now be higher than previously budgeted. The increase in depreciation is a non-cash cost to Council and therefore does not affect the ability to fund the capital works program for 2018/19.

For further information of Council's Operating and Capital Works result year to date performance, refer to the September 2018 Financial Report. (*refer attachment*).

#### **Capital Works**

The 2018/19 capital works budget is \$39.6 million. This includes net carry over capital works of \$833,094 adopted at the September 2018 council meeting. At 30 September 2018 Council has delivered \$4.46 million, which represents approximately 11% of the annual budget amount.

Council has completed the following capital works in the last quarter:

- The reconstruction of Thomson Street. The project revitalised a 440 metre stretch of Thompson Street, with new kerb and channel, drainage and a 1.5 metre footpath on both sides of the street.
- The renewal of the Wangaratta Indoor Sports and Aquatics Centre roof. The basketball stadium roof was originally installed in 1974 and has now been replaced with 220 square metres of new colorbond steel.



- Council has signed off on the remediation of North Wangaratta Oval. The works involved removing 1,200 square metres of contaminated soil and placing it at the adjacent gun club. New drainage, irrigation, fencing, goal posts and turf have been put in place. Couch grass sprigs will be planted in the coming weeks, as a final step in bringing the surface back to playing condition.

A number of key projects are progressing.

- Major streetscape works at Moyhu are almost complete, with work to form the kerb and channel in the main street complete. The project involves new drainage, kerb and channel, a shared path and parking bays outside of the pre-school. In total the works are valued at \$693,000. The final steps are (i) Council replacing a water main and (ii) VicRoads resealing the road in the coming quarter.
- Civil works at the new organics processing plant are complete and the project is running ahead of schedule. The next phase of the project will involve construction and assembly of the plant and machinery, ahead of testing in early 2019.
- Five community consultation sessions have been held to update stakeholders on the Rural Community Planning project. The townships of Milawa and Peechelba will see works on the ground in the coming months with new bicycle racks and bins in Milawa and the construction of the Peechelba walking track. Implementation of other projects will largely be scheduled for the new year.
- The Wangaratta Central Business District (CBD) will see the next tranche of Christmas decorations in the coming months.
- Council has ordered new equipment in its drive to increase recycling across the municipality. In the coming months Council will take delivery of a polystyrene extruder which will allow residents to recycle polystyrene at the transfer station. Polystyrene takes up airspace in the landfill and never breaks down. It is commonly found in new household furniture and appliances in the form of packaging for transport. By offering this service at the transfer station, residents are able to reduce their polystyrene waste to landfill and have the option to recycle it, further increasing Council's diversion of waste from the landfill.
- Council is sealing a 3km section of road, linking Springhurst and Federation Way. The crushed rock is now in-situ, waiting for the sealing of the road in December 2018, subject to weather conditions.
- The extension of the Coronation Kindergarten is on track, notwithstanding a structural engineer's report found significant issues with the existing frame once it was fully exposed. The change to the project has meant a \$75,000 increase to the cost of the project, however it is still within the approved budget and is on track to be completed by the second week of December, in readiness for the 2019 kinder year.
- The piles and deck have been installed at the 40m long pedestrian bridge at One Mile Creek. The railings will be able to be folded down in times of flood, which will reduce the risk of debris being caught by the bridge and causing damage. The installation of the footbridge will link the path along One Mile Creek through to Turner Street which will in turn create a more

direct thoroughfare for students and residents wanting to travel to the Barr Reserve.

- Improvements to the road network outside of the Turf Club will be completed by the end of October 2018, with construction of other Cruse street road and bridge infrastructure to commence in Quarter 3 and 4 of 2018.

### **Legal/Statutory**

In accordance with section 127 of the *Local Government Act 1989* (the Act), Council must prepare a budget for each financial year. Additionally, section 136 of the Act requires Council to apply principles of sound Financial Management. Section 138 of the Act requires the Chief Executive Officer, at least every three months, to prepare a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date and to present this report to Council.

### **Social**

Social benefits of the projects will occur this financial year as outlined in the 18/19 Budget.

### **Environmental/Sustainability Impacts**

Council plans for and delivers a number of projects that support its Environmental Sustainability Strategy.

### **Economic Impacts**

The economic impacts associated with sound financial management are positive for Council's ratepayers, the community and future generations.

### **2017 - 2021 Council Plan**

This report supports the 2017 – 2021 Council Plan:

### **Pillar**

### **We are Sustainable**

### **What we do everyday**

We consistently focus on the achievement of the operational parameters framed in the annual budget

### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Poor performance against	M	M	M	Regular monitoring and reporting

budget				of budget position
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### **Consultation/Communication**

Consultation has been undertaken with Council managers and corporate management team.

### **Conclusion**

September 2018 year-to-date Operating Result is largely on track when compared to the Current Budget 2018/19. Small timing differences in revenue and expenses exist but these are expected to be resolved by Christmas 2018.

### **Attachments**

- 1 September 2018 Quarterly Finance Report

### **Discussion**

Rowan O'Hagan - Independent Member raised sought clarification as to the increase in trust funds and deposits (from \$1.2m to \$4m) on the Balance Sheet. Asked for confirmation as to what that includes.

Anthea Sloan - Manager Finance outlined that that amount includes but not limited to:

- Amounts received at Wangaratta Performance Arts and Convention Centre for shows that have not yet occurred;
- Retention amounts holding regarding contractual arrangements for contractors for new infrastructure; and
- Bonds where developers have paid whilst their improvements are underway on residential estates.

The Committee was advised that these amounts tend to cross over financial years due to contracts having lengthy warranty periods to ensure works have not failed.

### **Actions**

The Committee to be provided with responses to actions on pages 66 and 67 of the September 2018 meeting minutes out of session.

## 6.10 MID-YEAR BUDGET REVIEW PROCESS

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** FINANCIAL MANAGEMENT - Budgeting - 2018/19  
**File No:** S18/7606

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to the Audit Advisory Committee to provide an explanation of the process for developing the 2018/19 Budget Review.

### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee notes the process undertaken in the development of the 2018/19 Budget Review.***

**Carried**

### **Background**

The development of the 2018/19 Budget Review commenced in October 2018. Council officers have undertaken a thorough revision of projected income and expenditure for the 2018/19 financial year. The revised targets will become the benchmark framework for future budget reporting once endorsed by Council.

It is Council's practice to undertake a budget reassessment midway through each financial year. To this end, a comprehensive review of Council's 2018/19 financial position was undertaken having regard to the following matters:

- The requirement under the *Local Government Act 1989* to establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management
- Council's audited financial position at 2017/18 year end
- Projects and works carried forward from the 2017/18 year
- Income received in 2017/18 in relation to the 2018/19 year
- Outcomes of funding applications
- Works undertaken in response to opportunities
- Known adjustments to income and expenditure.

The budget review involves all a review of all operational and capital budgets with Managers and Directors to identify items such as:

- Optimisation of labour resources;

- Likely completion of projects and spending targets; and
- Opportunities to increase income.

Officers are exploring opportunities to deliver a 2018/19 Surplus position in the Budget Review in close alignment with the Surplus in the 2018/19 Adopted Budget. As a result, the review of the financial position is continuing given the increases in certain expenditure explained in the September 2018 quarterly finance report.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

Where possible, officers are exploring opportunities to deliver a 2018/19 Surplus position in the Budget Review in close alignment with the Surplus in the 2018/19 Adopted Budget.

#### **Legal/Statutory**

In accordance with section 127 of the *Local Government Act 1989* (the Act), Council must prepare a budget for each financial year. Additionally, section 136 of the Act requires Council to apply principles of sound Financial Management.

#### **Social**

Social benefits of the projects will occur this financial year as outlined in the 18/19 Adopted Budget.

#### **Environmental/Sustainability Impacts**

There are some environmental/ sustainability impacts that are supported by the budget review.

#### **Economic Impacts**

The economic impacts associated with sound financial management are positive for Council's ratepayers, the community and future generations.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

#### **We are Sustainable**

**We will plan, research and advocate for the future:**



By maintaining a responsible and transparent long term financial plan

### **The non-negotiables**

Our team will make the best and most efficient use of Council's resources

Our legislative, governance and compliance requirements will be met

### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Inaccurate 2018/19 Reforecast	L	M	M	Regular monitoring and reporting of budget position

### **Consultation/Communication**

Consultation with Officers and Councillors is continuing. The 2018/19 Budget Review will be tabled at a meeting of Council in January 2019.

### **Conclusion**

Council is reviewing the 2018/19 Budget Review and will table the outcome at a Special Council meeting in January 2019. The Committee will be briefed on the outcome of the review once complete.

### **Attachments**

Nil

### **Discussion**

Anthea Sloan - Manager Finance advised the Committee that ordinarily Finance would have like to have Council endorse the mid-year budget in December but for FY2018/19 this is occurring in January 2019.

The Committee was informed that the mid-year budget review process could be changing to monthly and quarterly updates. It was highlighted that quarterly updates will continue as they are a requirement of the Local Government Act.

The Committee asked that if this process was to change, how would the budget review process be communicated moving forward. Anthea Sloan advised that reporting to the Committee will continue to occur but the budget review process is being reviewed in its entirety and wanted to draw the Committee's attention to the fact that this review may not be presented in the same format moving forward.

Additionally, it was highlighted to the Committee that there is no obligation to have Council approve the mid-year budget.

Proposal currently is recommended to amend reporting to be on a 3 monthly basis. It is believed that this proposed change will assist with driving a positive financial culture in Council where active monitoring and forecasting occurs on an on-going basis.

## 6.11 BUDGET PROCESS 2019/20

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to inform the Audit Advisory Committee on the approach to be taken for the development of the 2019/20 budget and long term financial plan (LTFP).

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

*That the Committee notes the process to be undertaken in the development of the 2019/20 budget, strategic resource plan and long term financial plan.*

**Carried**

### Background

The development of the 2019/20 Budget has commenced and will continue over the coming months. It is proposed that the 2019/20 Budget will be tabled at the April 2019 ordinary council meeting for public consultation.

Comprehensive instructions for the development of Council's 2019/20 Budget were released on 14 November 2018. The 2019/20 budget process has commenced much earlier than for the 2018/19 year to accommodate the drive for ongoing improvements in the budget process.

The key components of the process for the 2019/20 Budget, include:

1. The establishment of an Investment Committee tasked with the responsibility to review all projects before recommending them to the Corporate Management Team (CMT) for approval. The Investment Committee comprises the Director Corporate Services, Manager Finance, PMO, Manager Infrastructure Planning & Delivery and Manager Community & Recreation. The Investment Committee will provide feedback and request revision of CAMMS submissions in key areas such as: (i) Business case options; (ii) Performance register; (iii) Cost estimate; (iv) Task planning (at a high level); and (v) Project risks.

2. Continued requirement for all budget owners (Managers) and Directors to complete a Representation Letter confirming compliance with the budget instructions and noting any reasons where compliance could not be achieved. The Representation Letter has been expanded from prior years to include the requirement to specifically document key assumptions driving financial performance for each operating program;
3. A new requirement for Finance Business Partners to complete a Representation Letter confirming compliance with the instructions and alignment of budgets with the project management system (CAMMS);
4. Continued requirement for all budget owners to complete a standard template to capture all increases in materials and services costs (excluding internal charges) of the greater of 2% or \$5,000;
5. Continued requirement for all budget owners to complete a Representation Letter confirming all Fees & Charges have been reviewed and any changes are within the guidelines set out in the instructions.

Detailed briefings to the CMT and Councillors will occur in the 2019 calendar year. The timetable allows for these briefings to commence early in January 2019 and continue through the public consultation process in April and May 2019.

The Councillors were briefed on 19 November 2018 on a range of financial parameters such as adjusted underlying surplus / deficit, asset renewal, borrowings and future liabilities in anticipation of the 2019/20 budget briefings. The 19 November 2018 briefing provided the Councillors with an opportunity to reflect on the financial outcomes currently reflected in the LTFP.

### **Implications**

#### **Policy Considerations**

Council's Strategic Resource Plan is included in its four year Council Plan.

#### **Financial/Economic Implications**

Council's Draft 2019/20 Budget and LTFP will be based on various assumptions about income and expenditure, capital works including renewal and new assets, and borrowings. The plan is for ten years but can be extended further.

#### **Legal/Statutory**

According to the *Local Government Act 1989*, the primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. The role of the Council includes maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner.

#### **Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

**Goal****We are Sustainable**

We consistently focus on the achievement of the operational parameters framed in the annual budget.

**Risk Management**

Council's budget preparation process is aligned with the Better Practice Guide and Model Budget documents published by Local Government Victoria.

**Conclusion**

Council officers continue to focus efforts on improving the budget development processes and increasing the time allowed for Councillors to understand the LTFP outcomes.

**Attachments**

Nil

**Discussion**

Gayle Lee - Independent Member advised she was impressed with the implementation of the Investment Committee and the moves taken to formulate the budget.

Peter McNeill - Chair queried whether any new guidance had been released by the Victorian Government regarding the budget process and was advised that there had not been any new guidance released. Peter then enquired as to how Council is briefed, more specifically when are Council engaged regarding what significant items they are wanting to include in the budget.

Anthea Sloan - Manager Finance advised that Council have a pre-budget meeting specifically long term financial plan. Additionally, the Councillors participate in workshops with the next scheduled for December 2018.

For this budget process, in February 2019 detailed advice will be provided to the Councillors regarding the actions Teams/Directorates are undertaking to identify gaps and highlight priorities.



Brendan McGrath - CEO advised that the Council Plan contains 8 to 10 projects that Council want delivered under their Vision.

Peter McNeill - Chair then further enquired as to how rates incorporated into those conversations. Brendan McGrath advised that rates are explored with Councillors whether there is appetite to vary the set rate cap. Currently there is no appetite to vary.

Anthea Sloan advised that the Long Term Financial Plan has Council in adjusted underlying deficits. As such, the recommendation from Corporate Services based on this would be to not alter the rate cap.

### **Actions**

Manager Finance to provide brief update on Long Term Financial Plan at next Audit Advisory Committee meeting (March 2019).

## 6.12 DISASTER RECOVERY PLAN

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to the Audit Advisory Committee to provide an update on the progress of the development of a Disaster Recovery Plan (DR Plan).

#### **RECOMMENDATION:**

**(Moved: Cr Clarke / Independent Member Lee)**

***That the Audit Advisory Committee note this report.***

**Carried**

### **Background**

A recommendation from the Payroll Review Report generated in February 2017 was that Council document backup processes through the development of a Disaster Recovery Plan (DR Plan).

This recommendation was priority rated as High.

Management accepted the recommendation and agreed to develop a DR Plan. Additionally Council committed to establishing a framework for the timely and consistent review of the IT controls.

### **Work in Progress / Next Steps**

The IT Systems Coordinator has been working on a draft DR Plan to issue to relevant stakeholders for review.

Once issued, the feedback and commentary received will be considered and the DR Plan amended accordingly.

The finalised draft will then be reviewed in consultation with the Governance and Reporting Advisor and the Health, Safety and Risk Officer. This is to ensure that the DR Plan supports and aligns with the Business Continuity Plan (BCP) and that these critical continuity plans work cohesively with one another, rather than operate in isolation.

The DR Plan will then be presented to the Audit Advisory Committee, along with the revised BCP and proposed testing plan, where commentary will be sought. This item is booked to be presented at the next Audit Advisory Committee meeting, currently scheduled for 5 March 2019.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

### **2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017 - 2021 Council Plan:

#### **Pillar**

#### **We are Sustainable**

#### **What we do every day**

We ensure we are prepared for emergency response and recovery

We are committed to facilitating community resilience

### **Conclusion**

Work has commenced on the drafting of a Disaster Recovery Plan (DR Plan), with the proposed DR Plan booked for presentation to the Audit Advisory Committee in March 2019.

### **Attachments**

Nil

### 6.13 CO-STORE CARPARK

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Manager Finance  
**File Name:** Committees and Groups - Advisory Committees - Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to the Audit Advisory Committee to provide an update on the contractual arrangements for car park licence agreement at the Co-Store. A summary of the discussions with the Councillors is also provided.

#### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee notes the report on the Co-Store carpark licence.***

**Carried**

#### **Background**

Council entered into a licence with Prudential Commercial Investments Pty Ltd, the owners of the Co-Store in Wangaratta, under which Council is entitled to occupy and use (on a non-exclusive basis) 145 car spaces in the Co-Store carpark. The licence term is 20 years, with two further terms of 10 years (exercisable at Council's discretion). The licence commenced in 2014 and will expire in 2034 unless Council exercises its right to extend the term.

Council effectively licences 39.84% of the carpark space at the Co-Store.

#### ***Calculation of licence fee***

The licence fee is calculated quarterly and is equal to 3% of the 'Additional Construction Cost' (indexed quarterly) less 39.84% of the Net Income of the carpark. The Additional Construction Cost represents the pre-agreed cost of constructing a third storey (whereas the owner had intended only to construct a two-storey carpark). The Additional Construction Cost determined in 2014 was \$3.8 million. The calculation of Net Income takes into account all revenue from the operation of the carpark less maintenance, operating costs and outgoings.

For the year ended 30 June 2018 the licence fee was approximately \$408,000.

Disproportionally low revenue compared to maintenance, operating costs and outgoings results in little or no Net Income to Council. As such, the terms of the licence agreement effectively has Council paying approximately a cap of 9.85% of the Additional Construction Cost over the course of a year. Over the 20 year term, this would result in Council paying almost 200% of the Additional Construction Cost. Council is paying this amount with no residual ownership interest in the capital asset.

It is understood the modelling undertaken before entering into the licence agreement assumed a greater than 51% occupancy of the carpark, however occupancy rates over the last few years are approximately 20%. As mentioned above, an increase in occupancy will directly result in a reduction in the licence fee per quarter.

It is possible that the cost to Council will increase in future years as the terms of the licence allow for the Additional Construction Cost to be adjusted every five years to the replacement cost. As such, any increase in replacement costs above the indexation amounts will result in increased payments in future years.

#### ***Councillor engagement***

Councillors have been briefed on the carpark licence and three options have been discussed:

1. Paying out the licence fee and retaining on-street parking meters
2. Paying out the licence fee and removing on-street parking meters
3. Complete the first term of the licence and seek opportunities to increase patronage of the carpark facility.

In February 2018, a financial model was prepared to analyse each of the above options and the Councillors were briefed on the financial impact of paying out the licence fee early. The lump sum payout estimated at approximately \$5.5 million.

Given the significant infrastructure development in the municipality in the short term and the projected increase in borrowings to support these infrastructure projects it was not considered viable for Council to borrow to facilitate paying out the licence fee early.

It is possible that changes in circumstances for the owner of the Co-Store during the remaining term of the licence will present Council with opportunities to review the licence and any early termination or payout.

Council officers have worked with the Co-Store owners since 2014 to improve signage to the carpark and have consulted with them with respect to the Ovens & King George Gardens redevelopment. The redevelopment will result in a temporary loss of car parking space during the construction phase and will also result in a small reduction in car parking spaces as a result of the change in orientation of certain areas of Ovens Street. These changes together with the Draft Wangaratta Car Parking Plan provide a number of short and medium-term options which will support the supply of parking. Specifically for the Co-Store carpark the Draft Wangaratta Car Parking Plan proposes the implementation of dynamic signage to encourage use of the multi-storey car park.



**Implications****Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

Council's financial reports and budgets reflect the ongoing licence arrangements.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

**Goal**

We are Sustainable

We consistently focus on the achievement of the operational parameters framed in the annual budget.

**Conclusion**

Council entered into a 20 year licence to occupy and use (on a non-exclusive basis) 145 car spaces in the Co-Store carpark. Councillors have explored opportunities to reduce the financial impact of the licence agreement.

**Attachments**

Nil

### **Discussion**

Rowan O'Hagan - Independent Member stated that she would have liked to see more detail in the report. However, taking into account the information provided in the report Rowan asked if the Committee can be assured that everything possible has been investigated and rejected.

Sarah Brindley - Director Corporate Services advised that this matter is being reviewed by herself and Stephen Swart Director Development Services.

Brendan McGrath - CEO advised that Committee that he has had a conversation with Director of Co-Store carpark who is happy to work with Council to explore alternative opportunities.

Rowan O'Hagan asked whether there may be an alternative strategy to fully utilise the resource and make it more efficient. Brendan McGrath responded advising Council pays for a licence via an agreement, Council does not own or have individual spaces allocated.

Sarah Brindley advised that various options are being considered such as:

- Creating signage which states costs for carpark used; and/or
- Closing the top floor and allocating it for business use and adjusting pricing accordingly (e.g. top floor parking with no coverage has reduced licensing costs).

Additionally Council is exploring ways to promote the carpark and increase facility utilisation.

### **Actions**

Sarah Brindley - Director Corporate Services to work with Stephen Swart Director Development Services to explore alternative options for Council regarding Co Store Carpark agreement. A brief progress update to be provided to the Committee at the next meeting (March 2019).

#### 6.14 REPORT TO COUNCIL ON AUDIT ADVISORY COMMITTEE ACTIVITIES

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Executive Summary**

The Audit Advisory Committee (AAC) Charter 2015 requires a regular review of the Committee's performance and activities.

This report is presented to the Committee together with the AAC Chairperson's 2018 review of the operation of the AAC (*refer attachment*).

##### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee endorses the attached Audit Advisory Committee review report for presentation at the 19 February, 2019 ordinary meeting of Council.***

**Carried**

##### **Background**

The Audit Advisory Committee (AAC) Charter 2015 requires a regular review of AAC performance and activities. It provides that the Committee shall be subject to a periodic review, including a review by Council and the completion of a self-assessment program. The reviews should include the following:

- Obtaining feedback on the Committee's performance and operations from key people such as the external auditor, the internal auditor, and senior financial and other management staff
- Obtaining feedback from Council on the effectiveness of the Committee
- Assessing the performance of the Committee against its Charter
- Assessing the contribution of individual Committee members (review to be completed by the Committee's Chairperson) and the Chairperson (review by Committee members).

The AAC Chairperson has prepared a report on the AAC activities which includes assessment of the AAC performance against its Charter by each of the Committee members.

**Implications****Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

**2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017 - 2021 Council Plan:

**Pillar****We are Sustainable****The Non-Negotiables**

Our legislative, governance and compliance requirements will be met

**Conclusion**

The Audit Advisory Committee is functioning at a satisfactory level of effectiveness and is meeting the legislative obligations of Council.

**Attachments**

- 1 Audit Advisory Committee Review Report 2017/18
- 2 Audit Advisory Committee Self Assessment Survey 2018

## 6.15 LEGAL AND COMPLIANCE MATTERS DECEMBER 2018

**Meeting Type:** Audit Advisory Committee Meeting  
**Date of Meeting:** 6 December 2018  
**Author:** Governance & Reporting Advisor  
**File Name:** Audit Advisory Committee  
**File No:** F16/2078

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### Executive Summary

This report is presented to the Audit Advisory Committee for the Committee's consideration of any current legal and compliance matters.

#### **RECOMMENDATION:**

**(Moved: Independent Member Lee / Cr Clarke)**

***That the Audit Advisory Committee notes the disclosures in relation to legal and compliance matters.***

**Carried**

### Background

The Audit Advisory Committee Charter requires the committee to:

- Review issues relating to national competition policy
- Monitor the progress of any major lawsuits facing Council
- Assess whether management has taken steps to embed a culture that promotes the proper use and management of public resources and is committed to ethical and lawful conduct.

The operations of Council are prescribed in the *Local Government Act 1989*. Further to this, as a legal entity, Council must comply with a range of legislation and regulations and is capable of being sued.

In relation to compliance matters, the following information is provided:

- The Protected Disclosure issue which was previously reported to the Audit Advisory Committee in March 2018 remains on-going. The issue is under the management of the Victorian Ombudsman's Office. No further action has been sought from Council to date.
- There are no National Competition Policy issues.



- There are no legal issues to report.
- Council is compliant with statutory financial and reporting obligations under the following acts and regulations:
  - *Local Government Act 1989*
  - *Local Government (Planning and Reporting) Regulations 2014*
  - *Income Tax Assessment Act 1997*
  - *A New Tax System (Goods and Services Tax) Act 1999*
  - *Fringe Benefits Tax Assessment Act 1986*
  - *Superannuation Industry (Supervision) Act 1993*

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

#### **Legal/Statutory**

Council is compliant with known statutory obligations.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts identified for this subject of this report.

### **2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

#### **Pillar**

#### **We are Sustainable**

#### **The Non-Negotiables**

Our legislative, governance and compliance requirements will be met

### **Conclusion**

There is no impact on Council's financial circumstances and/or reputation from any compliance issue.

### **Attachments**

Nil

## 7. OTHER BUSINESS

### 7.1 RISK MANAGEMENT

The Committee raised that as per their Agenda Plan Risk Management Processes and Risk Mitigation Actions are standing business items that should be reported on at each Audit Advisory Committee meeting.

The Committee was advised that actions are underway to amend current risk management processes implemented by Council.

#### 7.1 RISK MANAGEMENT

##### RECOMMENDATION:

(Moved: Independent Member Lee / Cr Clarke)

*That the Audit Advisory Committee endorses a report on risk management processes and actions to Council and Corporate Management on a 3 monthly basis.*

Carried

### 7.2 ETHICAL STANDARDS

The Committee requested an update be provided at the next meeting (March 2019) on ethical standard and how they are being maintained throughout the organisations.

This request originates from the statement within the Committee's Charter which requires the Committee to:

*'Assess whether management has taken steps to embed a culture that promotes the proper use and management of public resources and is committed to ethical and lawful conduct.'*

#### 7.2 Actions

An update to be provided to the Committee at the next meeting (March 2019) on the actions being undertaken to maintain ethical standards.

### 7.3 FRAUD CONTROLS

The Committee requested that a brief update be provided at the next Audit Advisory Committee meeting (March 2019) on the progress of findings/actions generated from the Fraud Control Plan Risk Assessment.

This update is to include an overview of the controls in place to manage Corporate Credit Card risks.

**7.3 FRAUD CONTROLS****RECOMMENDATION:**

(Moved: Independent Member Lee / Cr Clarke)

*That the Audit Advisory Committee requests an update be provided at the next Audit Advisory Committee meeting in March 2019 on the progress of findings from the Fraud Control Plan Risk Assessment.*

**Carried**

**7.4 PROCUREMENT UPDATE****7.4 Actions**

The Committee to be provided with an update out of session in relation to the planned timing for the Internal Audit services procurement given the current term expires 15 September 2019.

The Committee to be provided with an update at the next meeting regarding implementation progress from the procurement review.

**8. NEXT MEETING**

Proposed: Tuesday 5 March 2019  
3.00pm - 6.00pm

The Committee was advised that Council Officers will be reviewing the proposed date and time of the next meeting to ensure it is held at a time which enables maximum attendance.

Calendar invitations will be sent to Committee members when the meeting date and time is confirmed.

**9. CLOSURE OF MEETING**

Meeting closed at 6.23pm.