

Agenda

For the Ordinary Council Meeting

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

Date: Tuesday, 20 August 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 past, present and emerging 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:

THAT <<ENTER TEXT>> BE GRANTED LEAVE OF ABSENCE FOR THE PERIOD <<ENTER TEXT>> TO <<ENTER TEXT>> .

ORDER OF BUSINESS

6. CITIZEN CEREMONY

7. CONFIRMATION OF MINUTES

RECOMMENDATION:

That Council read and confirm the Minutes of the Ordinary Meeting of 16 July 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

11.1 REQUEST FOR COUNCILLOR PROFESSIONAL DEVELOPMENT

Meeting Type:	Ordinary Council Meeting
Date of Meeting:	20 August 2019
Author:	Executive Service Coordinator
File Name:	N/A
File No:	IC19/300

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 approval of Mayor, Dean Rees to undertake professional development.

RECOMMENDATION:

That Council:

- 1. approve the enrolment and associated costs of Mayor, Dean Rees to undertake the Municipal Association of Victoria's (MAV) partnered Australian Institute of Directors Company Directors course in accordance with the provisions set out in the Councillor Support Policy 2016***
- 2. allocate \$7,929.90 MAV Credit Points to cover training costs and***
- 3. note that in accordance with the Councillor Policy 2016, a written delegates report for inclusion at the next practicable Ordinary Meeting of Council be submitted within fourteen days of return from training.***

Background

Mayor, Dean Rees is seeking approval of Council to enrol in a five-day professional development course. The Australian Institute of Company Directors (AICD) Company Directors Course is endorsed by the MAV and offers councillors a course to enhance and broaden their skills and abilities in their role as a councillor.

The five-day course features presentations tailored to the local government audience. It is delivered by the AICD, an organisation for directors and those seeking to become directors.

Key learning objectives include:

- The role of the board and the practice of directorship
- Decision making
- Director duties and responsibilities
- The board's legal environment
- Risks and issues for boards
- Strategy
- Financial literacy for directors and driving financial performance
- Achieving board effectiveness
- Putting learning into practice.

Implications

Policy Considerations

In 2016, Council adopted a Councillor Support Policy which encourages Councillors to avail themselves of opportunities to attend appropriate professional development courses and conferences and seminars which will be of benefit to the Councillor in their delegated role or Council as a whole.

The policy provides an annual allocation of \$2,000 per Councillor to cover costs associated to training and development opportunities. A councillor proposing to undertake training in excess of this allocation is required to seek approval by resolution of Council at a meeting open to the public.

Financial/Economic Implications

The total cost of this course is \$7,929.90. A cost of \$170 could also be incurred to re-sit the exam or assignment if it is not completed to satisfactory. Expenses for transport, accommodation and meals will also be covered.

Council accumulates Councillor “credit points” through its annual membership with the MAV which can be used to offset training costs. The current balance is of those points is 11,285 (as at 16 August 2019) and therefore will cover the cost of training.

Legal/Statutory

This course will assist Councillors to better understand the compliance and governance requirements of Council.

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 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.

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

N/A

b) Other strategic links

N/A

Risk Management

There are no risks associated identified for the subject of this report.

Consultation/Communication

This request for professional development has been discussed with the Mayor and Chief Executive Officer and recommended for Councils consideration.

Options for Consideration

1. Support Mayor, Dean Rees' enrolment to undertake the Company Directors course through the MAV or
2. Not support Mayor, Dean Rees' enrolment to undertake the Company Directors course through the MAV

Conclusion

The Rural City of Wangaratta is committed to the training and development of Councillors to promote ongoing professional development, well informed decision making and enhance the quality of community representation.

This course is highly regarded and has been endorsed by the MAV, a peak representative body for local government.

Attachments

Nil

OFFICERS' REPORTS

12. EXECUTIVE SERVICES

Nil.

13. CORPORATE SERVICES

13.1 FRAUD AND CORRUPTION CONTROL POLICY 2019 REVISION

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Manager People & Governance
File No: IC19/261

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 revisions to the Fraud Control Policy 2015.

The Policy now incorporates corrupt conduct, which is defined, and the Policy reflects the requirements of the Australian Standard on Fraud and Corruption Control.

Roles and responsibilities are clearly identified and emphasise the need for risk assessment and the identification, implementation and monitoring of controls.

RECOMMENDATION:

That Council:

- 1. endorses the Fraud and Corruption Control Policy 2019 revision for public exhibition***
- 2. invites public submissions regarding the Policy in accordance with Council's "Major Council Policy Consultation Local Law No.4 of 2015" (the Local Law) until close of business on Friday 20th September 2019***
- 3. If submissions are received under the Local Law:***
 - a. Convenes a Special Council Meeting to hear from any person or persons who request to be heard in support of their written submission***
 - b. Receives a report on any Local Law submissions and any hearings held and resolves the revised Fraud and Corruption Control Policy at the next available Ordinary Council Meeting***
- 4. If no submissions are received under the Local Law, resolves to approve the Fraud and Corruption Control Policy 2019 revision without further resolution.***

Background

The Fraud Control Policy is due for review. This policy has been updated to reflect the latest requirements of the Australian Standard on Fraud and Corruption Control.

Implications

Policy Considerations

Good governance requires a clear and systematic approach to fraud and corruption control.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal - We are Sustainable

Review of policies and refresher training is necessary to ensure good governance.

Risk Management

A review of the Policy is necessary to ensure that the risk of fraud and corruption is understood across Council and appropriate controls are implemented and monitored.

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Consult	The public will be invited to comment on the Policy prior to Council's decision.	Communication of Policy Meetings with interested parties.

Options for Consideration

1. Council may endorse the Policy for public consultation; or
2. Council may wish to further revise the Policy prior to public consultation.

Conclusion

It is four years since this Policy was approved by Council. Revision is timely and allows for the Policy to reflect current standard practice by incorporating corrupt conduct, as well as fraud.

Attachments

- 1 Fraud and Corruption Control Policy 2019 revision [↗](#)
- 2 Fraud Control Policy 2015 [↗](#)
- 3 Fraud and Corruption Policy 2019 Revision - Community Impact Statement [↗](#)

13.2 PROTECTED DISCLOSURES POLICY 2019 REVISION

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Manager People & Governance
File No: IC19/264

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 revisions to the Protected Disclosures Policy 2015.

The revised Policy is based on the requirements of the Protected Disclosure Act.

All protected disclosures must be reported to the Independent Broad-based Anti-Corruption Commission (IBAC). Protected disclosures are disclosures of improper conduct (as defined in the Act) or detrimental action taken in reprisal for a disclosure and must be made in private to a Council officer or external body responsible for receiving such disclosures. If a disclosure is assessed as a protected disclosure, statutory protections apply such as to maintain the confidentiality of the identity of the discloser. Disclosures that are not protected disclosures are managed using internal Council processes. The IBAC plays a role to determine if a disclosure is a protected disclosure.

RECOMMENDATION:

That Council:

- 1. Endorses the Protected Disclosures Policy 2019 revision for public exhibition***
- 2. Invites public submissions regarding the Policy in accordance with Council's "Major Council Policy Consultation Local Law No.4 of 2015" (the Local Law) until close of business on Friday 20th September 2019***
- 3. If submissions are received under the Local Law:***
 - a. Convenes a Special Council Meeting to hear from any person or persons who request to be heard in support of their written submission***
 - b. Receives a report on any Local Law submissions and any hearings held and resolves the revised Protected Disclosures Policy at the next available Ordinary Council Meeting***

- 4. *If no submissions are received under the Local Law, resolves to approve the Protected Disclosures 2019 revision without further resolution.***

Background

The Protected Disclosures Policy is due for review. This policy has been updated to take account of amendments to the Protected Disclosure Act. It has also been streamlined to remove procedural content which will be included in a separate procedure document moving forwards.

Implications

Policy Considerations

This policy is to ensure Council meets its obligations under the Protected Disclosure Act. Should a disclosure be assessed to not be a Protected Disclosure then other council policies and processes will apply, such as the Fraud & Corruption Policy, and council's Complaints processes.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal - We are Sustainable

Review of policies and refresher training is necessary to ensure good governance.

Risk Management

A review of the Policy is necessary to ensure that councillors, council employees and members of the public understand council's policy for the handling of disclosures of corruption, and disclosures of detrimental action taken in reprisal for a disclosure.

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Consult	The public will be invited to comment on the Policy prior to Council's decision.	Communication of Policy Meetings with interested parties.

Options for Consideration

1. Council may endorse the Policy for public consultation; or
2. Council may wish to further revise the Policy prior to public consultation.

Conclusion

It is four years since this Policy was approved by Council. Revision is required and allows for the Policy to reflect current standard practice.

Attachments

- 1 Protected Disclosures Policy 2019 revision [↓](#)
- 2 Protected Disclosures Policy 2015 [↓](#)
- 3 Protect Disclosures Policy 2019 Revision - Community Impact Statement [↓](#)

14. COMMUNITY WELLBEING

14.1 COUNCIL COMMITTEES

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Community and Recreation Officer
File No: IC19/172

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 seeking 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.

There are some variations and additional members to be included which particularly relate to the Whitfield Recreation Reserve which had seen its membership reduced to the minimum of four. Following from their AGM a number of new nominations have been received and are included for endorsement.

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 appointsas representatives to the Whitfield recreational reserve 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/ sustainability impacts identified for this subject of this report.

2017 – 2021 Council Plan (2019 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

14.2 BRAND STRATEGY CONSULTATION

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Creative Marketing Specialist
File No: IC19/139

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 provide a recommendation for the future direction of the Rural City of Wangaratta brand identity and marketing strategy. This recommendation is made following significant community engagement and feedback on the draft brand identity (including logo). The outcomes and summary of this process are included in the report and have been considered and reflected in the recommendation.

The brand identity, including the proposed new logo, has been developed to create an iconic, recognisable brand that delivers increased investment, tourism and growth for the municipality. The identity is the basis for future investment in marketing activities, renewal of marketing collateral, and redevelopment of corporate and community material and infrastructure.

RECOMMENDATION:

That Council:

- 1. Acknowledges and considers the community and stakeholder submissions made during the formal review period***
- 2. Adopts the proposed Marketing Strategy***
- 3. Adopts the Brand Identity with a two logo model that allows for the use of the traditional cormorant logo for official and political uses and the 'W' logo for marketing and promotional activities***
- 4. Commences the development of Brand Wangaratta Guidelines that will detail the appropriate use and application of each logo and determine colour palette, style guide and sub-brand representation***
- 5. Begins the process of community engagement to work with townships to develop the localised iconography that will be used to reflect their communities***
- 6. Commits to the development and delivery of a Reconciliation Action Plan that will:***

- a. Recognise and value the local Aboriginal history and stories of Wangaratta as part of our shared history.***
- b. Outline steps for the continued celebration and opportunities for expression of the local Aboriginal history and stories.***
- c. Articulate the commitment of Council to support locally the identified priorities of our Aboriginal and Torres Strait Islander community.***
- d. Articulate Council's recognition of the Traditional Custodians of the lands and waterways of Country and develop guidelines to share with the wider community.***
- e. Articulate Council's commitment to Organisational wide Cultural Competency Training.***

Background

To achieve the goal of long term sustainability for the region and strong economic growth, we have developed a new brand identity and marketing strategy to focus on delivering outcomes across all areas of the business and the municipality.

The Rural City of Wangaratta recognises that;

- Our population growth is below state average - 0.7% vs 1.9%
- We have an aging population and by 2031, 29% of the population will be 65+
- The median age of the population in 2006 was 41, and rose to 45 in 2016
- We face employer and business growth challenges – many businesses find it difficult to attract and retain staff (skilled and or unskilled labour).
- Without population growth and development, we will have limited economic growth;
- We have enormous potential for tourism expansion, economic diversity and increased investment.

We have also recognised that there is an inconsistent approach to our branding and marketing across the municipality and that we have been underperforming in positioning and marketing our offer to potential new investors, businesses, residents and visitors. We know from research and feedback that the current branding and marketing activities lack a coherent message, strong identity and clear sense and communication of purpose, and people struggle to connect with the Rural City of Wangaratta brand and what it means.

We believe that a more consistent, professional and innovative approach is required to maximise our impact and strengthen the identity of the Rural City of Wangaratta, and our municipality, to potential new investors, businesses, residents and visitors.

Following the May Council meeting and the presentation of the draft brand identity, Council undertook a 28 day community consultation to facilitate a greater understanding of the views and priorities of the community. This consultation period was further extended when the decision was deferred to the August Council meeting to allow the opportunity for thorough review and consideration.

As part of this consultation, there were a number of opportunities for the community to learn more about the background to the project, the design process and the overarching strategic intent. This included how it will achieve Council's goal of creating a sustainable and prosperous future including online, community meetings, stakeholder meetings and an open room at Council offices.

The Brand Identity and the Marketing Strategy have not been developed in isolation, nor have they replaced other priority projects of Council. Rather, they have been developed to complement and support other major strategic Council projects and strategies including:

Project	Details
Planning for growth areas	<ul style="list-style-type: none"> Northwest and South developments Approximately 2250 blocks have been identified to cater for residential growth.
Industrial Landuse Strategy	<ul style="list-style-type: none"> The adopted strategy will ensure that we have market ready industrial and/or commercial land for current and future business expansion.
Infrastructure Projects	<ul style="list-style-type: none"> More money than ever before is being spent (\$11.12m) by Council on road upgrades, maintenance and pedestrian crossings across the municipality.
Planning Services Review	<ul style="list-style-type: none"> Reduction of time to decision and improving efficiencies will be more attractive to prospective developers and result in better decisions. Improved processing times to decision. Transparency of process on-line to improve the customer experience.
Improved customer experience for all regulatory services through on-line interaction, information and efficient processes.	<ul style="list-style-type: none"> Faster processing to decision and ability to interact on-line for all regulatory services improving our customer experience.
Thriving Agriculture Business	<ul style="list-style-type: none"> Agriculture is the fifth largest contributor to the Wangaratta economy. With prized and versatile growing areas there are many opportunities for value adding both within the agricultural and agri-tourism sectors. Councils provides support, advocacy and collaboration to its local producers and agribusiness suppliers through a range of industry based programs, and by building relationships with key industry

Project	Details
	bodies, and with State and Federal agencies
Aerodrome Development	<ul style="list-style-type: none"> • Completion of the development plans. • Works to extend apron and construction of commercial hangar.
Urban Design Framework	<ul style="list-style-type: none"> • Development of a new Urban Design Framework is underway, to translate the visions taken from the CBD Master Plan 2016 and the Central Activities Area.
Health Precinct Structure Plan	<ul style="list-style-type: none"> • Endorsed at the July 2019 Council Meeting, the Health Precinct Structure Plan is a long term guiding framework for land use and built form development within the health precinct.
Railway precinct upgrade	<ul style="list-style-type: none"> • First stage of development completion is due in January 2021.
New aquatics center	<ul style="list-style-type: none"> • A regional aquatic facility, capable of attracting major events and serving the growing needs of Wangaratta's community well into the future due for completion in 2021.

Proposed Brand and Marketing Direction

As part of the Branding and Marketing Project, a high impact integrated branding framework and targeted marketing strategy (Marketing Strategy - Attachment 1 of this report) has been developed. This is to be utilised across all business units of Council to drive a consistent and innovative approach to raising our profile. Achieving such outcomes will enable us to respond to opportunities to promote and re-position the brand whilst also providing us with the collateral required to be responsive and flexible in our approaches.

Implementation and roll out of the new brand will be a multi-year process and outcomes will be closely monitored to ensure a meaningful return on investment is being achieved. In year one, the focus will be on attracting new visitation and investment. The marketing and promotion direction will be ongoing and diverse, responding to seasonal and targeted opportunities.

Furthermore, an integrated multi-channel marketing campaign will be developed, flowing on from the Marketing Strategy. Budget has been allocated to implement branding activities in 2019/2020 including street and building signs, digital communications, and corporate collateral.

A Two Logo Model

The use of two logos is in response to the significant levels of community feedback that highlighted the cultural and historic importance of the cormorant.

In line with some other organisations, including the Victorian State Government, this model allows for the use of a contemporary logo for marketing and promotional activities whilst still retaining a traditional logo for official and political uses. The cormorant will be used in a similar way to the Coat of Arms is used for the Victorian government. The proposed new W will be utilised for outward facing marketing and branding of the municipality. Branding guidelines will be developed to outline the appropriate and inappropriate use of each logo and compliance will be managed accordingly.



Proposed Brand Roll Out:

Details	Proposed Timeline	Details
Brand identity and marketing strategy adoption	August 2019	August Council meeting
Brand Guidelines (including brand style guide) finalised.	September 2019	
Advertising Campaign - Creative concepts developed and finalised.	September 2019	
Media strategy finalized including audience consumption analysis and media buy recommendation.	September 2019	This will inform advertising campaign timing.
Corporate Brand Changeover	Commence from October 2019	Staged roll out
Event Signage Developed	October 2019	
Rural township signage community engagement project.	Commences August 2019	Will depend on strategy adoption 4-6 month project from consultation to delivery
Township Street Banners	November 2019	
Media Campaign		Campaign timing will be determined by media buy recommendation.
Digital Communications	From August 2019	6 -12 month project. RCoW website refresh New Invest Wangaratta site. Refreshed Visit Wangaratta site Social Media channel plan Sub brands to be explored in Year two.
Signage – Corporate and Urban Wangaratta	From September 2019	6 month project.

Financial/Economic Implications

Phase 1: The brand identity, community consultation and research was funded within 2018/2019 budget;

- Brand Identity development and research \$121,000
- Additional consultation and research \$10,500
- Media Strategy and recommendation to prepare for rollout \$8,000
- **Total \$139,500**

Phase 2: Marketing Plan execution:

	19/20 FY
Advertising	300,000
Campaign Media Buy and Development	
Sub Total	300,000
Marketing + Communications	
Image library Update	20,000
Tourism Marketing Campaign	60,000
Trade Event Activation	50,000
Content Creation - Social Media	20,000
Communication Style Guide	10,000
PR Agency Engagement	60,000
Digital Communications - websites	100,000
Content Creation - video	75,000
Research + Campaign Evaluation	25,000
Brand Roll Out	
Corporate Collateral	100,000
Municipality Entry signage	300,000
Council Building Signage	
CBD Directional Signage - Parking	
Sub Total	800,000
TOTAL	1,100,000

**All items are estimates pending strategy adoption and media buy recommendation.*

Social

The Branding and Marketing Project will have significant social and economic impacts for our community. From improving the visual presence of council and the community, to stimulating growth in tourism, investment and population, the project will create long lasting benefits.

Part of the branding and marketing collateral will focus on telling the story of Wangaratta, local people and businesses. They will be reflected throughout the brand

images and campaigns and will help to celebrate the breadth of opportunity, creativity and innovation that exists within our community.

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 are growing.

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.

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 position 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:

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

Strategic Links;

- a) Rural City of Wangaratta Tourism and Economic Development Strategy
- b) Rural City of Wangaratta Masterplan for the City

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
If the brand strategy is not adopted there is the risk of maintaining current population growth rate and not attracting new investment or tourism.	Moderate	Lack of support and advocacy for the region, putting future funding at risk.	High	Develop marketing plan outside of strategy.
An aging population with below state growth	Moderate	An increase in demand for already	High	Continue to work with health service providers to plan

Risks	Likelihood	Consequence	Rating	Mitigation Action
		stretched community aged care services.		for a sustainable workforce.
Risk of disengaging our local indigenous community	High	Distrust in Council respecting heritage and traditional land owners	High	Development and delivery of an Aboriginal Action Plan including recognising the story of our indigenous community.
Negative community back lash and on-going negative media attention despite what decision is made by Council.	High	Lack of community pride. And engagement leading to decreased investment, attraction and population growth.	High	Engage community in the next phase of the project supporting the development and roll out.
Project is adopted and strategy is rolled out but doesn't achieve desired outcomes.	Moderate	Lack of return on investment.	High	Ensure benchmarks and targets are set and closely monitored making adjustments if necessary to achieve the appropriate ROI.

Consultation/Communication

There have been two phases of consultation for the brand identity. The first one during the research phase of the project and second one (more recently) involving a 53 day consultation to allow the broader community to view, understand and provide feedback (via the formal) submission process on the proposed new brand identity and marketing direction.

What did the Consultation involve?

Phase 1: Project Development Consultation and Research included;

- 18 Stakeholder interviews and 2 workshops (one locally and one in Melbourne) with 60 attendees (including local community members and Melbourne residents) to inform the draft brand;
- Research was undertaken to;
 - understand differences in appeal between Melbourne and the local residents;

- Explore motivators to travel throughout Victoria;
- Understand current perceptions and levels of knowledge about Rural City of Wangaratta and the surrounding region;
- Understand the idea and perceptions of the phrase 'rural'
- We then completed further research with over 300 (including more than 200 local residents and 100 Melbourne residents) to evaluate the appeal and influence of advertising linked to the proposed new visual identity.

Phase 2: Community Consultation included;

- Four information sessions were held, open to all members of the community. The information sessions provided Council the opportunity to discuss in detail why the project has come about and how it strategically aligns to the overall Council vision and business goals, the financial investment made to date and what the proposed roll out may entail. The sessions also allowed for questions and answers. There were approximately 120 community members who attended including a session with Business Wangaratta.
- Open house – a room was set up with collateral and information to allow the public to find out more information and be better informed about why Council are proposing to do this project, the benefits and where the funds will be spent including the benefits to the community. Approximately 200 community members visited.
- Online presentation – community members have been able to access an online presentation outlining the changes, the process and key benefits.
- Key stakeholder meetings included;
 - AFL/Murray Rangers
 - Agriculture and Agribusiness Advisory Committee
 - Alpine Truss
 - Arts Culture and Heritage Advisory
 - Brown Brothers Winery
 - Burder Industries
 - Cathedral College (Year 10 Visual Communications Students)
 - Charles Sturt University
 - Chrismont Winery
 - Economic Development and Tourism Advisory Committee
 - Galen Leadership Students (Years 11+12)
 - Gary Nash Real Estate
 - Milawa Cheese Factory
 - Regional Executive Forum
 - Rinaldos Restaurant
 - Tourism North East
 - Tourism and Economic Development Managers Meeting
 - Wangaratta Youth Council

Consultation Outcomes

The 53 day community consultation provided opportunity for feedback via;

- Feedback forms collated from the in-house feedback box and Customer Service

- Community information sessions
- Stakeholder meetings
- Advisory Committee Meetings

Whilst we acknowledge there was a lot of third party (online) reporting and social media engagement during the consultation phase, formal submissions have only been recognised as part of this report as communicated throughout the process both online and in person.

At the conclusion of the consultation period, a total of 265 submissions have been received as outlined in Table 1 below.

<i>TABLE:1</i>		
<u>TYPE OF SUBMISSION</u>	<u>COUNT</u>	<u>DETAILS</u>
Individuals	253	As per Table 2.
Community Groups	4	Not in favour of logo change.
Advisory Committees	2	In favour of marketing direction and logo change.
Regional Tourism Board	3	1x In favour of marketing direction and logo change. 1x In favour of marketing direction but not in favour of logo.
Local Government Agencies	1	In favour of marketing direction not in favour of logo.
Petition	2	Not in favour of logo change. (643 signatories in total)
<i>TOTAL</i>	<i>265</i>	

The consultation findings are outlined in the below Table;

<i>TABLE:2 INDIVIDUAL SUBMISSION SUMMARY</i>			
<u>DETAILS</u>	<u>YES</u>	<u>NO</u>	<u>Not Known</u>
In Favour of Strategy	57	107	89
In Favour of Strategy + Logo	21	194	38
In favour of promotion or marketing	76	82	95
In favour of logo change	22	215	16
Project is a waste of money	123	36	94

Overall, it is considered that the majority of the submissions that Council have received have been focussed on the proposed logo change rather than the overall branding identity and marketing direction.

General Comments:

- The media attention and focus on the logo change greatly influenced the focus that the initial community feedback had on the logo.

- Submissions received in the earlier part of the consultation were focussed only on the logo change. As the consultation phase progressed there was a shift in awareness about the whole project.
- Whilst some people aren't in favour of the proposed brand identity, many community members do advocate for an increase in marketing and promoting of the region to create a long term sustainable future for our municipality.
- Whilst the majority of the submissions received were against a change in logo, those who were in favour of the overall marketing direction including proposed identity were aligned to the targeted audience for the project.
- Many people feel that the project is a waste of money and are still of the belief that proposed logo has cost Council \$1.1m. To clarify, the proposed \$1.1m does in fact relate to the marketing investment and brand roll out costs whereas the brand strategy including research and consultation has cost \$139,500.
- A majority of those in favour the project were aligned to the target audience that the project is looking to engage and mobilise.

The key submissions and key issues raised during consultation are outlined in Table 3 below;

<i>Table: 3</i>		
Submission Summary	Submission Issues Raised	Comments
In favour of the marketing direction but not logo change;	<ul style="list-style-type: none"> • The current logo/identity is symbolic and unique representative of the ingenious traditional owners, European history and culture of our community. • The proposed logo is not specific to Wangaratta and is too simple. • The proposed logo can be mis-interpreted as a Menorah, Big W, Playschool windows, or similar to that of the Upper Murray Tourism logo. • The brand strategy is a waste of rate payers money. • Council should be directing its efforts and cash resources to providing tangible outcomes that the 	<ul style="list-style-type: none"> • The proposed brand identity has been inspired by the waterways. • The Ovens and King River are the lifeblood of our community, essential to not only to our produce but also our community and way of life. • The rivers are an important part of our indigenous story and history. • The brand identity celebrates what has been such an integral part of our community for centuries. • Our Current branding process and efforts have had various levels of success as identified in the research findings and consultation feedback. • There is a need for a more consistent, professional and innovative approach to branding and marketing to maximise

Table: 3

Submission Summary	Submission Issues Raised	Comments
	<p>community can all be proud of.</p> <ul style="list-style-type: none"> • More publicity and promotion is needed with the current logo. • The community care greatly about the community they live in, and what it offers and want to see RCoW be sustainable and progressive but not by changing the current logo. • Why weren't the community consulted in the strategy development 	<p>impact and strengthen the identity.</p> <ul style="list-style-type: none"> • There is little awareness outside of the municipality of current identity and or brand. • There has been extensive community consultation undertaken as part of the development of the Brand Strategy project to date both in phase 1 and phase 2 of the project.
In favour of the marketing direction with a modified identity to include the cormorant	<ul style="list-style-type: none"> • Supportive of the brand strategy. • Promotion is needed and growth is necessary. • Modify the W to incorporate the Cormorant. Cormorant has a unique story. • Why was a local designer not appointed? • Logo replacement is a huge waste of money. • Stylised version with the cormorant integrated with the rivers would make more sense. • Media communication has been horrendous and should have not been allowed. 	<ul style="list-style-type: none"> • Branding efforts to date have had various levels of success. • There is little awareness outside of municipality of the current identity. • There is a need for a more consistent, professional and innovative branding and marketing to maximise outcomes. • The brand strategy was a public tender and advertised for a month in July 2018. It was open to local and metro designers and agencies.
In favour of the marketing	<ul style="list-style-type: none"> • Change is overdue and is a positive step to moving 	<ul style="list-style-type: none"> • Modular form and dynamic construction allows for flexibility

Table: 3

Submission Summary	Submission Issues Raised	Comments
direction including proposed identity	<p>forward to creating children's/grandchildren's future.</p> <ul style="list-style-type: none"> • Like the W and flexibility of the identity. Modern, fresh and meaningful, coupled with a considered strategy. • We need a future thinking strategy and the region needs an update. • Excited by an entire municipality branding and marketing strategy approach. • Rebranding is a fantastic idea. Anything that can improve the economy and bring people and business is a good thing. • The cormorant is not charismatic and needs replacing. • Community input has been appreciated. • Strategy needs further clarification on what objective is priority. 	<p>and creativity as well as systems to be formed that will extend beyond core mark.</p> <ul style="list-style-type: none"> • The overarching strategic objectives are to increase visitation, liveability and investment however in the first year a focus will be on investment and visitation. • The municipality offers it all. It's connected, natural and contemporary. It's a place where good things grow - families, community, produce, business and new strategy is a celebration of everything that the Rural City is. • In year one of the strategy attracting tourism and business investment will be the two priority segments and objectives that Council will focus marketing efforts on.
Not in favour of marketing direction including logo;	<ul style="list-style-type: none"> • A new logo will not instil pride and belonging by our community. • Not a unique identity or recognisable • A new logo will not bring new businesses, tourists or investment to the municipality. 	<ul style="list-style-type: none"> • Whilst the logo is important, the focus of the strategy is to increase awareness of the municipality to support increased growth. • The strategy examples presented to date have been conceptual to demonstrate the flexibility and adaptability.

<i>Table: 3</i>		
Submission Summary	Submission Issues Raised	Comments
	<ul style="list-style-type: none"> Community wasn't consulted. The process and strategy is a done deal. Unsure what the icons represent Council needs to encourage more business and companies to come here. 	<ul style="list-style-type: none"> There has been extensive community consultation undertaken as part of the development of the Brand Strategy project to date both in phase 1 and phase 2 of the project. The key focus of the strategy is to attract more business and investment to the region as well as increasing tourism.
Not in favour of the logo change (no reference to marketing direction)	<ul style="list-style-type: none"> Waste of money Don't fix something that is not broken Spend Ratepayers money on something more worthwhile. We don't want more people, more cars and we don't want to end up like Shepparton or Wodonga. We want to stay as we are. 	<ul style="list-style-type: none"> The Brand strategy has not been developed in isolation or in replacement of another project. The brand strategy will focus on delivering outcomes across all areas. We have enormous potential and without population growth and development, we will have limited economic growth.

Response to the Community Feedback

1. Significance of the cormorant

The recommendation to keep the symbol of the cormorant as the official logo of Council is in response to the strong feedback from the community that highlighted the preference to keep the cormorant story prominently represented.

2. Story of the cormorant

Despite the high levels of feedback indicating the support of the cormorant many people also acknowledged that the cultural story of the cormorant is not well known. Council will work with our indigenous community to facilitate the

recognition of the cormorant more prominently throughout the community including through public art and cultural story telling.

3. Support for our indigenous community

Throughout the consultation the importance of supporting acknowledging and celebrating an indigenous community was raised. Council works closely indigenous community and will continue to do so through the ongoing advocacy project support and cultural recognition.

Options for Consideration

1. Cease the entire branding and marketing project including any change to the logo and investment in future marketing and branding.
2. Progress with a one logo model that includes the originally proposed 'W' as the sole logo of the Rural City of Wangaratta. Progress with the full implementation of the marketing strategy.
3. Keep the cormorant as the sole logo of Rural City of Wangaratta. Progress with implementation of the marketing strategy.
4. Begin the process of logo development again.

Conclusion

The process of community consultation both locally and in Melbourne that have been conducted throughout this project have helped to establish a clearer understanding of what the community prioritises and what they consider important. It is with this understanding, combined with a respect for our community that we recommend the brand identity is adopted with the two logo model, including the W for outward marketing purposes and the Cormorant to remain as the office Rural City of Wangaratta logo.

This direction will allow us to utilise innovative marketing strategies to promote our unique offerings and opportunities as well as expanding the investment, employment, population, and visitation.

The brand identity and marketing strategy has been developed to position Rural City of Wangaratta for the future. It is a recognition of all the incredible assets that our community has, and the potential that exists for our future growth and diversity.

Attachments

- 1 RCOW Marketing Strategy [↓](#)

15. INFRASTRUCTURE SERVICES

15.1 ASSET MANAGEMENT PLANS - ROADS, BRIDGES, DRAINAGE

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Manager Infrastructure Planning and Delivery
File Name:
File No: IC19/82

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 Roads, Bridges and Drainage Asset Management Plans.

RECOMMENDATION:

That Council:

- 1. Endorses the Roads, Bridges and Drainage Asset Management Plans for public exhibition.***
- 2. Invites public submissions regarding the management plans in accordance with Council's "Major Council Policy Consultation Local Law No.4 of 2015" (the Local Law) closing Friday 23 September 2019.***
- 3. If no submissions are received, resolves to adopt the Roads, Bridges and Drainage Asset Management Plans without further resolution.***

Background

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

Council owns, operates and maintains a significant network of roads, bridges and an underground urban pipe network that provides drainage and stormwater control services to the community.

The purpose of the Asset Management Plans is to assist with decision-making about Council's existing infrastructure, to present asset information, and to predict the financial requirements of long-term renewal of assets.

Implications**Policy Considerations**

Asset Management Policy

Financial/Economic Implications

Asset Management Plans help to predict future infrastructure renewal expenses and allow expenditure to be evenly spread over future years to inform the long term financial plan.

Legal/Statutory

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

Social

Asset Management Plans, if followed, provide a level of service to the community that maintains assets and thus social outcomes to a consistent level.

Environmental/Sustainability Impacts

If assets are not maintained then negative environmental outcomes can occur. These plans seek to maintain assets at existing service levels and limit any changes to environmental impacts.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Established

Our Non-negotiables

We will achieve 25% completion of strategic actions within the Asset Management strategy annually.

Asset management systems are maintained.

What we do every day

We look after and invest in our assets including bridges, major culverts, and drains

We will plan, research and advocate for the future:

By completing asset management plans to outline key elements involved in managing council assets.

Strategic Links**a) Rural City of Wangaratta 2030 Community Vision****b) Other strategic links**

Asset Management Strategy 2017 - 2021

Risk Management

All risks are noted within the Asset Management Plans.

Consultation/Communication

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

Options for Consideration

There are no alternate recommendations.

Conclusion

Asset Management Plans assist with decision-making about Council's existing infrastructure, to present asset information, and to predict the financial requirements for long-term renewal of assets. Asset Management Plans have been prepared for Roads, Bridges and Drainage and are now presented for public exhibition and then adoption by Council.

Attachments

- 1 Bridge Asset Management Plan [↓](#)
- 2 Drainage Asset Management Plan [↓](#)
- 3 Roads Asset Management Plan [↓](#)

15.2 T1819/068 VEHICLE FLEET LEASE SERVICES

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Manager - Field Services
File No: IC19/284

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 awarding contract T1819/068 Vehicle Fleet Lease Services for the Fully Maintained Operating Lease of Council's Light Commercial and Passenger Vehicle Fleet.

RECOMMENDATION:

That Council:

- 1. Award T1819/068 Vehicle Fleet Lease Services to LeasePlan;***
- 2. Authorises the Chief Executive Officer to sign and seal documents for Contract T1819/068 Vehicle Fleet Lease Services; and***
- 3. Discloses the contract price for Contract T1819/068 Vehicle Fleet Lease Services.***

Background

A detailed study has been completed on the costs currently being incurred by Council under the existing model of outright purchasing and operating its light commercial and passenger vehicle fleet.

Fleet costs have been compared and significant savings have been identified in moving the fleet to an Operating Lease arrangement. Whole of life charges including purchase, accessories, registration, maintenance, tyres, fuel and administration were compiled for each vehicle to assess the fleet's costs.

Specifications for 39 vehicles were drafted and issued for tender, requesting pricing for the vehicles under a Fully Maintained Operating Lease strategy.

T1819/068 Vehicle Fleet Lease Services was advertised through advertisements on Tenderlink 10 May 2019 and Wangaratta Chronicle on 17 May 2019. The tender closed at 2pm on 6 June 2019.

8 conforming tender responses were received by close of tender:

Tenderer
Toyota Fleet Management
Street Fleet
SG Fleet
Porter Excavations
Orix Australia
LeasePlan Australia
Fleet Care
Custom Fleet

The evaluation panel consisted of Council's Manager – Field Services, Coordinator – Depot Services and Administration Officer - Field Services. The tender was evaluated as per Council's Procurement Policy Guidelines.

5 vehicles representative across the organisation were selected for evaluation purposes.

The tender was evaluated against the following criteria:

Evaluation Criteria	Description	%
Cost to Council – Direct & Indirect	The proposed pricing shall be inclusive of all labour, tools, fuel, equipment, expenses, insurances, duties, imposts and travel time, and any other costs, but exclusive of GST Tenderers should consider any value for money offers In their proposal, including but not limited to, offering: <ul style="list-style-type: none"> • Fixed pricing for full term of contract • Fixed annual price increases • Price breaks for discounts; or • Innovative pricing options, such as lease to buy options 	30
Response Specification to	The evaluation panel will consider the standard and range of vehicles and services being offered, as well as the range of extras, including fuel cards, insurances, tyre replacements etc.	30
Capacity	Tenderers should demonstrate suitable business capacity to fulfil its contractual requirements and timeframes	20
Features and OHS	The evaluation panel will consider the safety features of the range of vehicles being offered, including but not limited to features such as noise emissions, 5 star ANCAP safety rating, reversing	20

Evaluation Criteria	Description	%
	cameras, etc as well as the level of insurances to be provided.	

Panel members assigned a score (maximum 100) to each criteria (as shown below) and then weighted the average score to produce a final Weighted Attribution Method Score.

P	Evaluation Result	Criteria
100	Exceptional	Demonstrated capacity exceeds all required standards and innovations proposed.
90	Excellent	Demonstrated capacity exceeds all required standards.
70	Good	Complies with all required standards and capacity demonstrated.
50	Satisfactory	Complies with relevant standards without qualifications.
30	Marginal	Complies with relevant standards with qualifications.
0	Unsatisfactory	Fails to satisfy required standards.

A preliminary evaluation based upon the documentation was undertaken to assess the tender against the evaluation criteria. The purpose of the “preliminary evaluation” was to provide a short list of top 3 tenderers for further consideration.

The final adjusted evaluation scores are below:

Tenderer	Score
Toyota Fleet Management	61.9
Street Fleet	58.9
SG Fleet	73.1
Porter Excavations	47.1
Orix	75.2
LeasePlan	78.0
Fleetcare	63.5
Custom Fleet	60.3

The highest score is the preferred tenderer.

Implications

Policy Considerations

Policies have been reviewed, and there are no specific Council policies or strategies that relate to this report.

Financial/Economic Implications

Fleet costs have been compared and significant savings have been identified in moving the fleet to an Operating Lease arrangement.

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

The supply of new vehicles with current conforming emission standards versus our current aging fleet will reduce our environmental impact.

The majority of passenger and medium SUVs will be supplied as Hybrid vehicles further reducing Council's emissions.

2017-2021 Council Plan (2019 revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Sustainable

We will plan and make decisions for the future:

To make sure that everything we do – considers the financial needs of our community.

We will focus on our business:

By striving for innovative solutions to business needs.

The non-negotiables

Our team will make the best and most efficient use of Council's resources.

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

N/A

b) Other strategic links

N/A

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Increase costs at end of first lease period	Possible	Major	9	Revenue from the sale of existing vehicles will be kept in reserve. Continue 60c per km charge to operational budgets.

Consultation/Communication

N/A

Options for Consideration

1. Continue with current Capital Purchasing strategy.
2. Move to a fully maintained operating lease.

Conclusion

Council has a large fleet of vehicles which are currently fully purchased through the annual plant replacement program and operational costs are budgeted and adjusted annually. A fully maintained operational lease offers significant savings and adds surety for costs over the life of the lease.

Attachments

- 1 T1819/068 - Vehicle Fleet Lease Services - Evaluation Report - Confidential

16. DEVELOPMENT SERVICES

16.1 DRAFT WANGARATTA CENTRAL ACTIVITIES AREA - URBAN DESIGN FRAMEWORK

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Strategy Planner
File Name: CAA - UDF
File No: IC19/116

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:

- Report on submissions received during the consultation process for the draft Wangaratta Central Activities Area Urban Design Framework (UDF), endorsed by Council for consultation in October, 2018.
- Consider proposed changes to the draft UDF which respond to submissions.
- Adopt the UDF with changes identified and contained within Attachments 1 and 2 to this report (**refer attachments**).
- Resolve to prepare a Planning Scheme Amendment to implement the recommendations of the UDF.

RECOMMENDATION:

That Council:

1. ***Notes all submissions to the draft Wangaratta Central Activities Area Urban Design Framework (UDF).***
2. ***Notes the comments responding to the submissions and actions suggested to address matters raised within the submissions where applicable.***
3. ***Adopts the UDF, subject to changes identified within the table in Appendix 1 to address feedback from the community consultation process.***
4. ***Advises all submitters of Council's decision to adopt the UDF.***

- 5. Prepares documentation and seeks authorisation to exhibit a planning scheme amendment to the Wangaratta Planning Scheme to implement the relevant recommendations of the UDF.**
- 6. Delegates to the Chief Executive Officer responsibility to make any changes to the adopted documents and planning scheme amendments as required by the Department of Environment, Land Water and Planning or identified by Council officers in the preparation of the planning scheme amendment material.**

Background

Council's adopted Central Business District (CBD) Master Plan (Hello City and Tract Consultants 2016) and Central Activities Area (CAA) – Future Report (SMEC Urban 2013), both create a vision for the CBD and CAA respectively.

Both these documents have informed the need for the development of a new Urban Design Framework, to translate this vision into the Wangaratta Planning Scheme.

The draft UDF seeks to guide development across the CAA through the introduction of key objectives and guidelines shaped specifically around the four main themes:

- Activity and Growth.
- Movement and Access.
- Built Form.
- Public Realm and Street scaping.

Public Consultation on the Draft UDF

The draft UDF was publically released for a two month period (17 October – 14 December, 2018), the following actions were undertaken during this time:

- Direct notification to all landowners / occupiers within the CAA.
- Notification to all relevant referral and government agencies.
- A Community Drop-In Session (across business and after hours).
- Multiple notices in the Wangaratta Chronicle.
- Advertising on Council's website.
- Display boards at the Wangaratta Government Centre.

A total of 25 submissions were received to the draft UDF, consisting of twenty (20) from individuals / local business and five (5) from government agencies / design review panels and referral authorities.

Attachment 1 to this report contains a full summary of the submissions, an analysis of the issues raised and relevant actions or changes if applicable to address any of the issues.

Overall it is considered that the majority of the submissions provide general support for the principles of the UDF. A number of submissions included suggested additions to the UDF, raised issues for further consideration and a small number of submissions raised concerns with the UDF, a summary of the key issues is outlined below:

Supportive:

A number of submissions provided support for the principles of the UDF in particular around the following areas:

- *Development of modern, vibrant and people centred town building on the strengths of its geography, climate and street layout.*
- *Supports healthy living, lifestyles and provides exciting economic opportunities for retailers.*
- *Making the CBD more pedestrian / cycle friendly and less car dominated, would not deter shoppers it would increase both local and out of town customers.*
- *Plan builds on strength of Wangaratta having pedestrian and cycling friendly terrain.*
- *Council has an obligation on it to adopt plans that promote healthy lifestyles to assist in combating preventable health issues (being active). This framework does that clearly.*
- *Support greening of the CAA and the provision of water drinking fountains and refill stations.*

Suggested Inclusions:

- *Suggests the need for Bicycle Strategy for the CBD.*
- *The inclusion of electric vehicle charging stations within the CAA will be important to attract people into the centre of town to spend time and money.*
- *Increased disabled car parking spaces.*
- *Cycle infrastructure should be given equal weighting compared to walking and road infrastructure when upgrading roads.*
- *Ovens Street – main cycling arterial road through CAA with reduced speed limit.*
- *Norton Street to Station to link into the One-Mile Creek (Oxley) bike path.*
- *Consider Copenhagen bike lanes.*

Issues requiring further consideration:

- *Difficulty in providing car parking in developments – further consideration of waving provisions.*
- *Potential for land use conflict – residential living and commercial activity / late night venues.*
- *Shop top living – difficulty in meeting open space requirements*
- *Increased need to look at gateway treatments into the CAA.*
- *Council may need to consider incentives to assist / encourage landowners to undertake works to improve the aesthetic qualities of properties.*

Not Supportive of the UDF:

The following concerns were raised within a small number of submissions to the draft UDF:

- *Limits large scale buildings – current small shops are limiting to big retailers.*
- *Concern with the restriction on the large use of corporate colours.*
- *Too many restrictions may diminish Wangaratta attractiveness to future investment.*
- *Window restrictions on retail – reduces ability to have displays.*

Agency Comments:

Water Treatment

- *Wangaratta water treatment facility should not be nominated as a key re-development site. This site is of regional significance and its relocation is not supported. North East Water (NEW) are receptive to the rewording of the UDF to include reference around Councils objectives for the riverside precinct that may impact on the on the water treatment plant site. This may include visual and connectivity objectives within the precinct.*

Bushfire

- *Bushfire risk needs to be included in the consideration of issues and the broad range of future land use within the CBD.*
- *Capital works need to cater for and implement bushfire requirements.*

Transport for Victoria / Regional Roads Victoria

- *Implementation of pedestrian priority crossing may be difficult within the CBD, given the arterial road status and single river crossing.*
- *Inland Rail – Council should consider projects around the railway station and capitalise on the potential opportunities and minimise the disruption on the CAA.*
- *Opportunity to undertake a Movement and Place Workshop with Transport for Victoria for the CAA.*

River Health and Flooding

- *Ensure that development at or near the Ovens River, or the King River or Ovens River floodplains provides for the protection and enhancement of the environmental qualities of waterways and their instream uses.*
- *Provide a natural drainage corridor with a vegetated buffer zones at least 30 metres wide along the Ovens River to:*
 - *Maintain the natural drainage function, stream habitat and wildlife corridors and landscape values, Minimise erosion of stream banks and verges, and*
 - *Reduce polluted surface runoff from adjacent land uses*

Changes to the UDF

A full analysis of the submissions, discussion of the issues, relevant responses and detailed changes to the UDF where applicable is included at **Attachment 1**. The following is a summary of the major changes to the UDF following exhibition:

State Government Architect Office – Design Review Panel:

The draft UDF was formally considered by a Design Review Panel appointed by the Office of the State Government Architect in September 2019. This Panel consisted of three professionals from within the fields of Architecture and Urban Design. A full written report was provided to Council following the Review Panel and a summary of the comments are included below:

- *The draft UDF contains a lot of good work and relevant guidance.*
- *Strengthen the articulation why the UDF is needed and what it is trying to achieve.*
- *Reflecting the essence of the place underpinning the work and bringing out the 'big idea'. This could include bringing the special peninsular location surrounded by parklands and waterways into the CAA and Wangaratta as cycling destination with seamless connections between urban and regional cycling routes and experiences.*
- *Ensuring sufficient development opportunities and strategic understanding is embedded in the UDF so that it can be used as a tool for Council to influence and leverage outcomes e.g. for future funding from the Commonwealth.*

The recommendations of the Design Review Panel have been considered and changes have been made to the draft UDF, in particular around the issue of considering the special interface with the river environs that are unique to Wangaratta, the designation of key redevelopment sites with thumbnail briefs / principles to guide future development outcomes.

Changes to the UDF post community consultations:

The following is a short summary of the major changes following community consultation. The full list of changes is described in **Attachment 1** to this report:

Key Development Sites and Major Initiatives:

- North East Water (NEW) – Wangaratta Water Treatment Plant: The comments of NEW are acknowledged and the facility is a key regional asset. However, the site occupies a highly prominent parcel of land on the gateway to the city. In the long term there may be the possibility of its redevelopment, reference to this, should remain in the UDF, however noting that it is long term.

In the interim the site could form a way finding mark for Wangaratta, including improved pedestrian access along Faithful Street and the possibility of this site telling the story of the rivers through public art along Faithful Street.

- Wangaratta Bowling Club, Big W and associated Car Park, Wangaratta Mazda and surrounds are listed as key redevelopment sites.
- In addition to projects described within the CBD Masterplan, the inclusion of projects to better celebrate the river frontage that is unique to the CAA:
 - Continued investigation to connect the riverside precinct with the eastern side of the Ovens / King river foreshore and public open space (boat ramp

area), then to Kaluna Park and Merriwa Park (see general alignment in UDF).

Private / Public Works:

- Support for the future incorporation of electric vehicle charging stations within the CAA in line with a future road map for the Municipality.
- Support for E-bike charging facilities.
- References to the need for shading in open spaces.
- Integrating Smart City principles into public infrastructure upgrades.
- The creation of Maloney's Arcade to be pedestrian / cycle only between Reid Street and the end of the current shops.

Planning Policy related:

- Increased recognition of the river interface and its environmental values.
- Nomination of the existing BMO schedules in the UDF and increased awareness of the impacts of bushfire on the CAA.
- Rezoning of selected parcels of land to correct zoning anomalies and facilitate some development opportunities.

Future work:

- Undertake a Commercial and Retail Space Audit prior to considering any major changes in zoning, this is consistent with the adopted Industrial Strategy.

Implementation of the UDF within the Wangaratta Planning Schemes

The next stage of the process should Council adopt the UDF, is to translate the key planning recommendations in the Wangaratta Planning Scheme, this will be undertaken in the form of:

- Relevant Zoning Changes.
- Revision and Extension of the existing Design and Development Overlay.
- Local Policy Changes.

The Wangaratta Planning Scheme is currently undergoing translation to the new Planning Policy Framework (PPF) by the Department of Environment, Land, Water and Planning (DELWP) Smart Planning Team following on from the State-wide Amendment VC148 (2018). This process will likely involve a policy neutral translation of the existing Municipal Strategic Statement (MSS – Clause 21) and Local Planning Policy (Clause 22) into a new format Municipal Planning Statement (Clause 02) and the redistribution of existing Local Policy under State and Regional (Clauses 11-19).

The final distribution of the existing policy is un-known and therefore recommendations within the UDF around local planning policy will be subject to change as the final PPF translation changes are made and considered by Council and then the Minister for Planning. It is important to note that this is not a Council driven initiative, this is a State-wide program driven by DELWP as part of the Smart Planning Program.

Implications

Policy Considerations

The Draft UDF is a key strategic document to implement the vision of the CBD Masterplan into the Wangaratta Planning Scheme.

Financial Implications

The development of the UDF has been funded within the 2017/18 and 2018/19 budget years.

A future planning scheme amendment will be required to integrate the recommendations into the Planning Scheme, there may be future costs associated with this in the form of officers time, panel costs and amendment fees as required.

Future costs will be associated with any upgrade of public infrastructure, however detailed costings can only be calculated at the time of design.

Environmental/Sustainability Impacts

The UDF supports the creation of attractive streetscapes with continuous tree canopies to improve amenity and mitigate the impacts of the urban heat island effect.

Economic Impacts

There are no economic impacts identified for the subject of this report.

The UDF supports the economic development of the CAA into the future, ensuring that the growth of this area occurs in an orderly fashion and promotes a vibrant and healthy environment.

2017 – 2021 Council Plan (2019 Revision)

Vision Statement:

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

Strategic Links

a) Rural City of Wangaratta 2030 Community Vision

The UDF supports the following elements of the 2030 Community Vision:

- *Facilitate an ongoing extension to pedestrian and cycling linkages across the Rural City of Wangaratta.*
- *Identify opportunities to improve community safety and accessibility through future planning controls.*

Consultation/Communication

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

Options for Consideration

Option 1 (Recommended):

Adopt the UDF, with recommended changes outlined in Attachment 1, to address feedback to the draft UDF.

Option 2 (Not Recommended):

Adopt the UDF without any change. This fails to acknowledge input from the consultation process.

Conclusion

This report provides a summary of all submissions received to the draft UDF as a result of community consultation. A series of changes to the draft UDF are recommended as an outcome of this process.

The revised UDF is now presented to Council for adoption and commencement of its implementation within the Wangaratta Planning Scheme. Taking these steps will finalise the project and provide a clearer and more certain future for land use and development within the Central Activities Area of Wangaratta.

Council is requested to adopt the revised UDF, and prepare a planning scheme amendment to implement the relevant recommendations within the scheme.

Attachments

- 1 Attachment 1 - Consolidated Feedback and Response Table - Wangaratta UDF [↓](#)
- 2 Attachment 2 - Amended Wangaratta UDF [↓](#)

16.2 TOURISM EVENTS GRANTS PROGRAM

Meeting Type:	Ordinary Council Meeting
Date of Meeting:	20 August 2019
Author:	Economic Development and Tourism Officer
File No:	IC19/259

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 provide a summary of the 2019/2020 Tourism Event Funding Program.

Council received sixteen (16) applications with a total funding request of \$58,500. The applications have an estimated economic value of \$6.3 million. The allocated funding available for the program in 2019/2020 is \$32,000.

An assessment process has been undertaken with a recommendation that eleven (11) events are funded with a total allocation of \$26,250.

RECOMMENDATION:

That Council approves the allocation of a total of \$26,250 to fund the following events as part of the 2019/2020 Tourism Events Funding Program:

Applicant	Event	Recommended Funding Amount
Wangaratta Camera Club	Victorian Amateur Photographic Society	\$2,000
Kate Nottingham	Off Grid Living Festival	\$3,000
Goldrush Ballooning	King Valley Ballooning	\$2,500
Vigor Coaching	King Valley Challenge	\$2,000
Glenrowan Vignerons Association	Trails, Tastings & Tales	\$2,500
Glenrowan Vignerons Association	Glenrowan Grazing Weekend	\$ 750
3CMG	Transmoto 8 Hour	\$5,000
Brown Brothers	Grapes of Mirth	\$2,000
Wangaratta Fitness Fun Addicts	Ned Kelly Chase	\$2,000
FE FC Holden Car Club of Victoria Inc.	FE FC Holden Nationals 2020	\$2,000
Wangaratta Rod & Custom Club	Wangaratta Rod & Custom Club 2020 Rod Run	\$2,500

Background

Each year Council's Tourism Events Funding Program provides financial assistance to event organisers for the promotion and development of their festivals and events.

The objectives of the Tourism Events Funding Program is to:

- maximise the economic and community benefits
- provide significant branding and marketing opportunities for the region
- substantially build the profile of the events to attract visitors from outside the Rural City of Wangaratta
- promote the tourism product strengths of the Rural City of Wangaratta.

Grants are available up to \$5,000 for major and marquee events (events that attract over 500 visitors) and up to \$2,000 for minor events (events that attract less than 500 visitors) from an annual allocation of \$32,000. Of the \$32,000, \$5,000 is reserved for the 2019 La Dolce Vita Festival as per Council's commitment, leaving \$27,000 to support other events.

The 2019/2020 Tourism Events Funding Program received sixteen (16) applications. The total amount requested for 2019/2020 was \$58,500 with an estimated economic value of \$6.3 million.

Applications were assessed against the funding criteria including the investment from the applicant organisation, capacity to attract tourism visitation, having acquitted previous grants appropriately or providing a complete application. Following this assessment, eleven (11) events are recommended to receive funding with five (5) events not meeting the funding criteria. These five (5) events that did not meet the assessment and eligibility criteria for the program are: the King Valley Wedding Festival, King Valley A Taste of Italy, Giant Pumpkin Festival, SRA410 Spring Car Racing and 140th Anniversary Kelly Siege.

Implications

Policy Considerations

The program applications have been assessed by a panel including a Councillor and Council officers with funding allocation recommendations made in line with the Council Plan objective for tourism, the key directions of the Economic Development and Tourism Strategy and the grant program assessment criteria.

Financial/Economic Implications

Council has an allocation of \$32,000 to fund the program in 2019/2020. Of the \$32,000, \$5,000 is reserved for the La Dolce Vita Festival 2019 as per Council's commitment. The recommendation is to allocate a total of \$26,250 to the successful applicants. The balance of the funds will be kept for consideration of future event opportunities that maybe presented within the 2019/2020 budget.

	2019/2020 Approved Budget for this proposal \$	This Proposal \$	Variance Approved Budget \$	to Comments
Revenue/Income	0	0	0	
Expense	\$32,000	\$26,250	\$750	\$5,000 – Committed to La Dolce Vita

Legal/Statutory

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

Social

Events have the capacity to increase the level of local interest and participation within the community and strengthen regional values. Increased local pride and community spirit, as well as an increased awareness of non-local perceptions.

Environmental/Sustainability Impacts

Environmental and sustainability impacts were included as an assessment criteria for the grants. The aim is to increase events participation and awareness of waste, water reduction and reducing the impact on the environment.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Growing

We will create and deliver:

- Tourism products and experiences that build our attraction to visitors.

The non-negotiables

Our tourism industry is promoted, values and vibrant.

Strategic Links

a) Rural City of Wangaratta 2030 Community Vision

Tourism continues to thrive, with visitors attracted to the region's natural beauty, food and wine, cycling tracks, arts facilities, cultural heritage and festivals.

b) Other strategic links

Economic Development and Tourism Strategy 2018 - 2023

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Event organisers ability to contribute cash and in-kind	(3) possible	(2) minor	Medium	Ask for financial commitment and financials in application
Event organisers capacity to deliver the promised event	(3) possible	(2) minor	Medium	Constant communication with event organisers to ensure event success

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Provide an event funding program	The Chronicle Industry eNewsletter
Consult		
Involve		
Collaborate		
Empower	Provide support to event organisers	Advice on completing and submitting applications

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

Options for Consideration

1. Endorse the officer's recommendations.
or
2. Endorse the officer's recommendations with amendments.
or
3. Do not endorse the officer's recommendations with no allocation of funds towards the Tourism Events Grant Program.

Conclusion

Following a detailed assessment, eleven (11) of the sixteen (16) applications are recommended for funding. These are listed in this report and it is requested that Council approves the allocation of a total of \$26,250 to fund these events.

Attachments

Nil.

16.3 PLANNING PERMIT APPLICATION PLNAPP19/088 - TWO LOT
SUBDIVISION - 268 CARBOOR WHOROULY ROAD, WHOROULY

Meeting Type:	Ordinary Council Meeting
Date of Meeting:	20 August 2019
Author:	Senior Planner
File No:	IC19/332

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 application seeks approval for the subdivision of the land into two lots to excise off an existing dwelling at 268 Carboor-Whorouly Road in Whorouly. The site currently measures 83.96 hectares. The application proposes to create a lot measuring 6602 square metres containing the existing dwelling with a balance lot measuring 83.3 hectares containing farming infrastructure.

The subject site is located in the north west of the King Valley, recognised as a significant food and wine producing area and is identified in the Hume Regional Growth Plan 2014 as being of strategic agricultural significance at a state and regional level. Locally the site is within the Very High and Moderate agricultural versatility ranges denoting farming land that is of high productivity, suited to a range of agricultural practices.

The site has a previous history with the same proposal being refused by Council with no appeal at VCAT in 2016.

The application was not advertised as Council officers chose to utilise Section 52 Subsection 1 and 1A whereby Council does not have to give notice if recommending refusal. This was considered reasonable given that there are associated costs with advertising.

The proposal was referred as required by the Planning Scheme externally and internally, with no objections from any party.

The proposal has been assessed against the provisions of the Wangaratta Planning Scheme and it is considered the proposal does not support the purpose of the Farming Zone and does not accord with appropriate decision guidelines. When assessed against the state and local policy it is concluded that the argument weights in favour of refusal. The proposal is not supported by state or local strategic directions.

RECOMMENDATION:***That Council:***

- 1. issue a Notice of Decision to Refuse to Grant a Permit with respect to Planning Permit Application PlnApp19/088 for a two lot subdivision at 268 Carboor Whorouly Road, Whorouly.***
- 2. the applicant, referral authorities and VCAT are notified of Council's decision***

Property Details

Land/Address	268 Carboor-Whorouly Road, Whorouly. Lot 4 on Plan of Subdivision 410739
Zones and Overlays	Farming Zone Bushfire Management Overlay
Why is a permit required	Pursuant to Clause 35.07-3 of the Farming Zone a permit is required to subdivide land. Pursuant to Clause 44.06-2 of the Bushfire Management Overlay a permit is required to subdivide land.

Site Plan:

Proposal in Detail

This proposal is for a two lot subdivision that excises off an existing habitable dwelling on farming land measuring 83.96 hectares. Farming infrastructure and farm vehicle access for stock transfers are within 45 metres of the dwelling.

Proposed Lot 1 measures 6602 square metres and contains the existing habitable dwelling, shedding and a decommissioned dwelling. Access will be by an existing access point.

Proposed Lot 2 measures 83.3 ha and contains agricultural infrastructure. Access will be via a proposed new access from Carboor-Whorouly Road adjacent to the northern shared boundary with Lot 1. The shedding, stock yards and farm vehicle access are all within 45 metres of the habitable dwelling proposed on Lot 1.

The subject site is a farming site, located in farming land (to the south east of the municipality) where there are still many larger lots than the minimum of 40ha. The area has been identified as being of very high and moderate agricultural versatility. This subject land is productive farming land currently being used to crop and graze.

The land is affected by the Bushfire Management Overlay.

The history of the site includes an application for a planning permit in 2016, PInApp16/088 for a two lot subdivision (house excision) which was refused. There was no appeal to VCAT.

Summary of Key Issues

- Conflict between farming activities and rural lifestyle living.
- Incremental loss of productive agricultural land.

Public Notification and Referral

Public notice

The proposal was not advertised as Council officers chose to utilise Section 52 Subsection 1 and 1A whereby Council does not have to give notice if recommending refusal.

This was considered to be a fair and reasonable decision given that there are associated costs with advertising and in this instance as it is known at initial assessment stage that a refusal is to be recommended. To advertise would be misleading to potential objectors.

Referrals

Referrals/Notice	Advice/Response/Conditions
Section 55 Referrals	GMW under Clause 66.02-5 as a determining authority – no objection and conditions given. CFA under Clause 66.03 as a recommending authority – no objection and no conditions given.
Section 52 notices	Nil

Internal Council Referrals	Advice/Response/Conditions
Infrastructure Services	No objection and conditions given.
Environmental Health	No response received.

Assessment under the Planning and Environment Act

Section	Clause	Provision
Planning Policy Framework	11 13.02-1S 13.07-1S 14 14.01-1S 17	Settlement Bushfire Planning Land Use Compatibility Natural Resource Management Protection of Agricultural Land Economic Development
Local Planning Policy Framework	21.01 21.02 21.05 22.01	Introduction Settlement Natural Resource Management Rural Land Use and Agriculture
Zoning	35.07	Farming Zone
Overlays	44.06	Bushfire Management Overlay
Decision Guidelines	65.01 65.02	Approval of an Application or a Plan Approval of an Application to Subdivide Land

Planning Policy Framework

Clause 11 Settlement

Planning is to prevent environmental and amenity problems created by siting incompatible land uses close together.

With regards to state policy at Clause 11.01-1S *the objective is to promote sustainable growth and development of Victoria through a network of settlements. The growth and development is to be focused in major regional cities and associated settlements, in accordance with the Regional Growth Plan and local strategic frameworks.*

With regards to state policy at Clause 11.02-1S *planning is directed to restrict rural residential development that would compromise future development at higher densities.*

It is considered that the proposal will not align with policy as the land is not suitable for subdivision as it is farming land. Any dwelling excised off will result in a dwelling not in association with agriculture but rather a lifestyle lot, potentially leading to conflict between uses and incremental loss of productive land.

Clause 13.02-1S Bushfire Planning

The objective is to *strengthen the resilience of settlements and communities to bushfire through risk based planning that prioritises the protection of human life over other policy considerations. This is to be achieved by directing population growth and development to low risk locations ensuring access to areas where human life can be protected from the effects of bushfire.*

A planning permit is required under the Bushfire Management Overlay in line with this policy. This application was referred to the CFA.

Clause 13.07-1S Land Use Compatibility

The objective is to safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off site effects. This is to be achieved by ensuring the compatibility of a use and development as appropriate to the land use function and character of the area.

The excision of the dwelling onto a smaller lot will allow for a rural lifestyle lot which is not compatible with adjoining and surrounding farming land uses. This proposal potentially sets up a situation whereby there is conflict between the uses due to residential amenity expectations on the one hand and farming activities on the other, with farming having their 'right to farm' challenged. The existing habitable dwelling is within 40 metres of the proposed access for farm vehicles, with farming activity such as stock holding pens, loading and unloading, storage of agricultural machinery and products, within 45 metres of the dwelling further compounding a potential conflict.

Clause 14 Natural Resource Management

Planning should ensure agricultural land is managed sustainably, whilst acknowledging the economic importance of agricultural production.

The subject land is currently farmed. It is considered that the proposal presented may reduce its capacity due to conflicts of interests.

Clause 14.01-1S Protection of Agricultural Land

With regards to Clause 14.01-1S the objective is to protect the state's agricultural base by preserving productive farmland. This is to be achieved by identifying and avoiding removal of productive farming land without consideration of the economic importance of the land. This policy also directs planning to prevent inappropriately dispersed urban activities in rural areas, protecting farming activities from incompatible uses. This policy also directs planning to limit new housing development in rural areas, directing growth to existing settlements and discouraging development of isolated small lots in rural areas.

This application proposes a situation that results potentially in a conflict between farming activities and rural lifestyle living; incremental loss of productive agricultural land through the potential need for further dwellings to continue to farm on the balance lot; and potential increase in price of surrounding farming land that reflects rural lifestyle lot values rather than farming land values with potential to stymie growth of surrounding agricultural businesses.

Clause 17 Economic Development

Planning is to provide for a strong and innovative economy where all sectors are critical to economic prosperity.

Agriculture, forestry and fishing is recognised in the Wangaratta Council Plan as one of the top five income generators. Therefore protection of agricultural land is an important economic generator in the municipality.

Local Planning Policy Framework

Clause 21.01 Introduction

This current local policy identifies the fertile river valleys and the agricultural industry as being highly successful in production. Key issues include managing residential growth in existing areas and growth areas.

The subject site is identified in 'An Assessment of the Versatility of Agricultural Land in the Rural City of Wangaratta April 2000' (referenced in the planning scheme) as partially 'Very High' and partially 'Moderate'. Very High denotes farming land that is of high productivity mostly on alluvial floodplain and suited to a wide variety of horticulture and cropping, dairy farming and viticulture. Moderate denotes a moderate to low productivity on gentle slopes commonly suited to grazing and viticulture as well as forestry. Planning is directed to preserve this productive farmland as it is of economic importance locally and regionally.

Clause 21.02 Settlement

This policy identifies where population growth will be managed into, stating 'Rural settlements are not suitable locations for residential development that is not associated with an agricultural use'.

Whorouly is identified as a rural township with residential and commercial uses, although limited development infrastructure, allowing incremental growth.

This local policy directs planning to support residential development in appropriate locations in the municipality, avoiding residential development in areas of environmental significance, landscape significance and of agricultural value.

The proposal, in this instance, does not remove land from productive agricultural activity as the land around the dwelling is currently used for effluent field and house garden. However, due to the balance lot being over 80ha, there is potential to lose two more house lots (one on each of a 40ha lot) given that a dwelling on a lot of 40ha is a Section 1 use and has an as of use right. It is likely that a proposed subdivision of the land might well be supported and thereby this current proposal could ultimately lead to the incremental loss of productive agricultural land given that two more dwelling sites could be developed, whereas at this time the farm is being run from the one dwelling.

Clause 21.05 Natural Resource Management

Agriculture is a major economic industry and employment generator in the municipality. The agricultural sector is essential to the economic and social performance of the region and it is imperative that the productivity and versatility is maintained particularly for higher agricultural versatility areas.

This policy informs that subdivision may impact on the productive performance of rural land with the construction and use of housing generating conflict between rural and lifestyle uses. The subdivision and use of the land for housing must be directly linked to agriculture. Any proposed house lot excision needs to protect and be closely linked with the continuing productive agricultural use of the land particularly in higher productivity and versatility areas.

Clause 22.01 Rural Land Use and Agriculture

With regards to Clause 22.01-2 '*Subdivision in Rural Areas*' this policy identifies once again that the agricultural sector is a significant economic industry and social resource and rural subdivision that is not associated with dedicated rural activity can potentially undermine the rural sector. This could be in the form of amenity impacts, loss of productive land, infrastructure and water that could otherwise be used for agricultural production as well as increasing rural land values above the farming value.

The objectives of this policy are to ensure that land subdivision does not diminish the productivity in high and very high locations; that subdivision is not for rural lifestyle lots or development; and ensuring an adequate standard of infrastructure for rural land subdivision.

It is policy to:

- *Ensure that any subdivision proposal has a relationship with and is required to directly support the continuing operation of an existing rural use conducted on the land. Maintain agricultural production and rural uses on the land.*
- *Ensure that any subdivision proposal is compatible with and will not have an adverse impact on farming and other rural land uses on the land, adjoining land and the general area.*
- *Ensure that any subdivision proposal meets the principle of 'right to farm' in rural areas, where existing agricultural and rural uses in the area have a right to legally continue.*
- *Minimise any potential amenity impact on adjacent or nearby land and not reduce the potential for agricultural production or other rural activity.*
- *Provide for the ongoing sustainable use of the land, including consideration of environmental constraints and protection and enhancement of the natural environment.*
- *Avoid any adverse effect on existing rural and irrigation infrastructure and not affect the continuing use of this infrastructure for agricultural production.*
- *Not recognise any lots which are 'closed roads' in any re-subdivision lot entitlement calculations.*
- *Discourage house lot excisions in 'high' or 'very high' agricultural versatility areas and ensure that any excision of land in all other rural areas be linked to and required for the ongoing rural and agricultural use of the land.*
- *Discourage house lot excisions if the proposal can be otherwise met by the realignment of existing land titles.*
- *Discourage house lot excisions if the existing dwelling on the lot to be excised is required to maintain the ongoing agricultural production and rural use of the land.*

It is policy that in assessing any proposal council will consider:

- *How the land to be subdivided is used for rural activities and agricultural production, and how the proposal meets the ongoing needs for these uses.*
- *How the subdivision minimises any potential amenity impacts on adjacent or nearby land, and how agricultural production on the subject land or adjoining/nearby land is maintained.*
- *Maintenance and when possible, enhancement of existing environmental features and quality of the land.*
- *How re-subdivision proposals consider the shape, size and location of the original titles and clearly demonstrate why a new configuration is required to achieve the objectives of the scheme and this policy.*
- *Any proposal for a new lot that will have an area below the minimum subdivision size of the zone must clearly demonstrate why this size is required to accommodate the natural features and maintain agricultural production on the land.*
- *How any proposal for subdivision in ‘high’ or ‘very high’ agricultural versatility areas, other than the minor realignment of existing boundaries, can be substantiated by a ‘whole farm plan’.*
- *How the proposal can be adequately serviced with water (potable, stock and domestic and firefighting supply), power, telecommunications, drainage and all weather two-wheel-drive road access.*
- *The need to consolidate lots in the same ownership as part of a subdivision proposal in ‘high’ or ‘very high’ agricultural versatility areas if it is considered by Council that consolidation would protect the existing and future productive use of rural and agricultural land.*

Zoning and Overlay Provisions

Clause 35.07 - Farming Zone

The purpose is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To provide for the use of land for agriculture.*
- *To encourage the retention of productive agricultural land.*
- *To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.*

- *To encourage the retention of employment and population to support rural communities.*
- *To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.*
- *To provide for the use and development of land for the specific purposes identified in a schedule to this zone.*

Pursuant to Clause 35.07-3 a permit is required to subdivide land. Smaller lots may be created if the subdivision is to create a lot for an existing dwelling. The subdivision must be a two lot subdivision.

Appropriate decision guidelines are considered to be:

- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *How the use or development relates to sustainable land management.*
- *Whether the site is suitable for the use or development and whether the proposal is compatible with adjoining and nearby land uses.*
- *Whether the use or development will support and enhance agricultural production.*
- *Whether the use or development will adversely affect soil quality or permanently remove land from agricultural production.*
- *The potential for the use or development to limit the operation and expansion of adjoining and nearby agricultural uses.*
- *The capacity of the site to sustain the agricultural use.*
- *The agricultural qualities of the land, such as soil quality, access to water and access to rural infrastructure.*

The proposal is for the excision of a house lot, that will contain a current dwelling and a decommissioned dwelling, measuring 0.6602ha, leaving a balance lot of 83.3ha. The total lot size currently is 83.96ha and comprises farm buildings and dwelling. The excision leaves farm buildings and farm vehicle access as well as stock loading infrastructure within 40m of the habitable dwelling.

Given that the application proposes to create a lifestyle lot it is considered that there is great potential for land values to increase to reflect rural lifestyle living in the area. Rural lifestyle living is extremely popular in many municipalities including Wangaratta and is promoted as such by real estate agents hoping to meet market demands and maximise prices. The outcome of this change in use is known to affect surrounding farming land values, leading to increased costs to further grow productive farming enterprises or in worse case scenarios actually stymieing the growth of surrounding agricultural businesses.

Clause 44.06 - Bushfire Management Overlay

The purpose is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To ensure that the development of land prioritises the protection of human life and strengthens community resilience to bushfire.*
- *To identify areas where the bushfire hazard warrants bushfire protection measures to be implemented.*
- *To ensure development is only permitted where the risk to life and property from bushfire can be reduced to an acceptable level.*

Pursuant to Clause 44.06-2 a permit is required to subdivide land.

Pursuant to Clause 44.06-3 if in the opinion of the Responsible Authority any part of the requirements to provide a Bushfire Hazard Site Assessment, a Bushfire Hazard landscape Assessment and a Bushfire Management Statement is not relevant to the assessment of the application then the Responsible Authority may waive, vary or reduce the requirement. In this instance, due to the knowledge that the proposal is to be refused, the requirements are waived. This has been supported at this time by the CFA.

Decision Guidelines**Clauses - 65.01 and 65.02**

<i>Matters set out in Section 60 of the Act</i>	Considered
<i>The MPS and PPF</i>	Considered
<i>The purpose of the zone, overlay or other provisions.</i>	Considered
<i>Any matter required to be considered in the zone, overlay or other provision.</i>	Considered
<i>The suitability of the land for subdivision.</i>	The land is identified as not being suitable for subdivision as it is creating a 'lifestyle rural lot'.
<i>The existing use and possible future development of the land and nearby land.</i>	The use has been for the dwelling in association with agriculture activity. The proposed excision is considered to create a lifestyle lot that has the potential to allow for an as of right use for a dwelling on the balance lot and potential two if the land is further subdivided into two 40ha lots.
<i>The availability of subdivided land in the locality and the need for the creation of further lots.</i>	There is no need to excise the dwelling off. If a lifestyle lot is required then there are available lots in nearby settlements that are appropriately zoned and located.
<i>The availability and provision of utility services including water, sewerage, drainage, electricity and gas.</i>	There are limited services in this rural community.

Other relevant adopted State policies/strategies

Hume Regional Growth Plan 2014

11.2 Agriculture

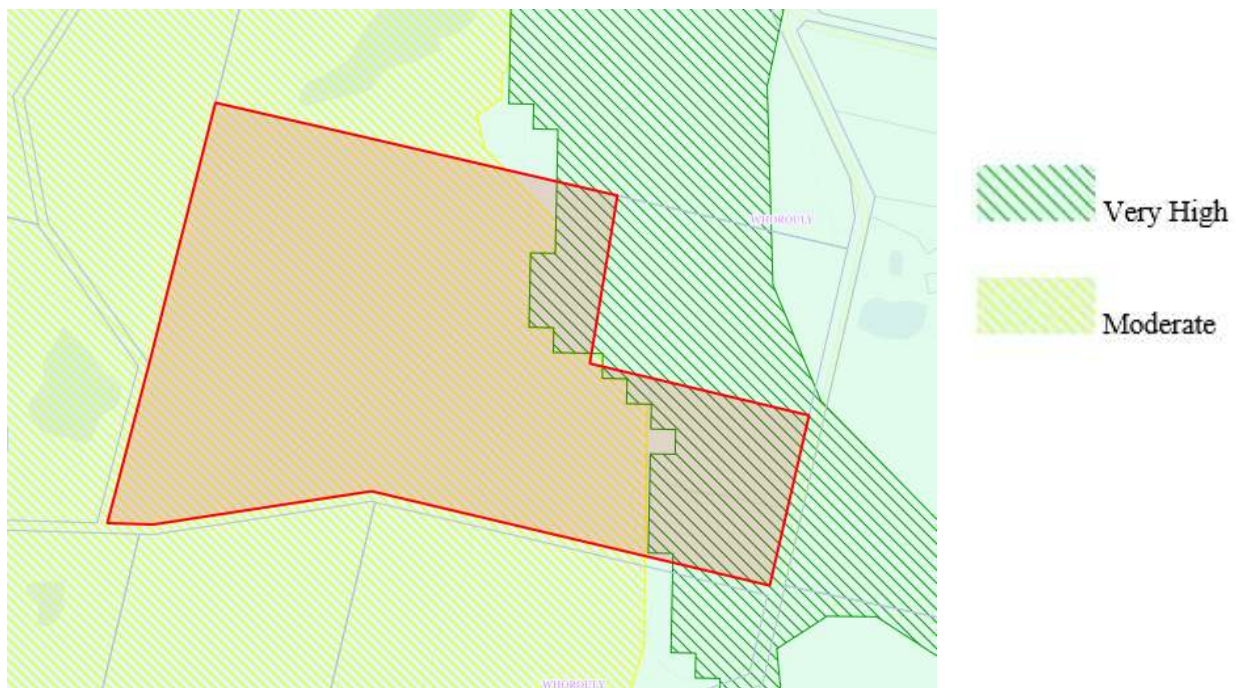
The Hume Regional Growth Plan recognises that the Hume Region will continue to be one of Australia's major food producing areas. Agriculture production will be supported through the protection and enhancement of key agricultural assets including land and water resources.

High quality agricultural land is a finite resource and is an essential basis for many forms of agriculture. The reference in the Victorian Planning Provisions at Clause 14.01 protecting 'productive farmland that is of strategic significance in the local or regional context' is an important precept in rural land use planning. Strategic agricultural areas are defined as having versatility in production. Measures to protect areas identified as such should include directing settlement to existing centres and avoiding encroachment from rural residential settlement that are non-complementary to agriculture.

Relevant incorporated or reference documents

An Assessment of the Versatility of Agricultural Land in the Rural City of Wangaratta April 2000

This document identifies the subject site as being partially included in the Very High Versatility and partially included in the Moderate Versatility (see map below). This document identifies landforms and soil types that are highly advantageous for agricultural production and directs that they be protected from competing land use.



Council Plan 2017 - 2021

The revised Council Plan 2017-2021 identifies agriculture, forestry and fishing as one of the top five income generators for Wangaratta. The Council Plan also informs in 'Our Vision' that '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.’ In ‘Our Non Negotiables’ the Plan identifies ‘Our rural communities are supported and recognised as significant contributors to the economic and social character of the municipality’ and that ‘Our residential, rural, commercial and industrial land is thoughtfully and appropriately protected, planned and developed.’

Conclusion

It is concluded that the proposal does not support the purpose of the Farming Zone, does not accord with what are considered to be appropriate decision guidelines and when assessed against relevant policy the proposal is found to be weighted in favour of refusal.

Consultation

Consultation has taken place as per the requirements stipulated by the *Planning and Environment Act 1987*. Further referral and notification will need to take place should the recommendation be overturned.

Implications

Policy Considerations

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

Financial Implications

The proposal does not have any impact on Council’s financial resources as such. Should the matter be referred to the Victorian Civil and Administrative Tribunal then Council will likely incur costs in defending a position on the application.

Legal/Statutory

All procedures associated with the lodgement and assessment of this application have been done in accordance with the *Planning and Environment Act 1987*.

Cultural Heritage

There is an Area of Cultural Heritage Sensitivity that applies to the site, however the applicant has provided information from using the Heritage Tool that informs that no Cultural Heritage Management Plan is required. After assessment against the Aboriginal Heritage Regulations 2018, it is considered that the response from the applicant has assumed that there has been previous Significant Ground Disturbance. At the time of assessment, knowing that the proposal would be recommended for refusal, it was considered that no further investigation into whether or not a Cultural Heritage Management Plan was required would be carried out. This was due to potential costs of preparing either a Due Diligence or full report.

Social

The potential social impacts are of detrimental consequences to the rural communities that rely on the preservation of their farming businesses remaining viable, providing employment and social cohesion within these communities along with connectivity to the municipality.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts identified for this subject of this report. However, many farms retain native vegetation and this is susceptible to loss without ongoing protection and sustainable management of the land.

Economic Impacts

There is potential for economic impacts on a state, regional and local level should productive agricultural land be removed incrementally.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Refuse application as recommended – Applicant appeals decision at VCAT	Moderate	High	Moderate	Representation of Council at VCAT
Grant permit in favour of application	Moderate	High	Moderate	Refuse permit

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Advertise application if officer recommendation overturned	Letters to property owners
Consult	Submissions will be considered	Submissions, if any, will be reviewed and may result in the application coming back to council for consideration
Involve	Opportunity to make submission if recommendation overturned	Notice of Application sent to the owners and occupiers of nearby properties
Collaborate	Not applicable	Not applicable
Empower	Not applicable	Not applicable

The proposal was not advertised as initial assessment indicated a refusal of the application and therefore it was not appropriate for the applicant to incur additional costs for advertising.

Options for Consideration

1. Issue Notice of Decision to Refuse to Grant a Permit with respect to Planning Permit Application PInApp19/088 for a two lot subdivision at 268 Carboor-Whorouly Road, Whorouly.

Or

2. Resolve to advertise the application as required under Section 52 of the *Planning and Environment Act 1987* and consider the application at a future Council meeting.

Attachments

- 1 Proposed subdivision plan [↓](#)

17. SPECIAL COMMITTEE REPORTS

Nil

18. ADVISORY COMMITTEE REPORTS

18.1 WANGARATTA ECONOMIC DEVELOPMENT AND TOURISM ADVISORY COMMITTEE AND AGRICULTURE AND AGRIBUSINESS ADVISORY COMMITTEE - CHARTER REVIEW

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Economic Development Officer
File No: IC19/173

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 Wangaratta Economic Development and Tourism Advisory Committee (WEDTAC) held its monthly meeting on June 4 and the Agriculture and Agribusiness Advisory Committee (AAAC) held a special meeting on June 25. Both committees have reviewed their Charters and now make a recommendation to Council to adopt the revised Charters.

Changes to the WEDTAC Charter include, a name change from Wangaratta Unlimited and minor word changes within the document.

Changes to the AAAC Charter include additions to the function of the committee, advocacy for farmer's wellbeing, Chair election and minor changes within the document.

The changes proposed have arisen due to the changing nature of the local economy, tourism and agriculture sectors. The committees believe that the changes better reflect the current function and objectives of the committees at this time.

RECOMMENDATION:

That Council endorses amended charters for the Wangaratta Economic Development and Tourism Advisory Committee and the Agriculture and Agribusiness Advisory Committee.

Attachments

- 1 Draft Agriculture and Agribusiness Advisory Committee Charter - Review 2019 [↓](#)
- 2 Draft Wangaratta Economic Development and Tourism Advisory Committee Charter - Review 2019 [↓](#)

19. RECORDS OF ASSEMBLIES OF COUNCILLORS & MINUTES OF ADVISORY COMMITTEE MEETINGS

19.1 RECORD OF ASSEMBLY OF COUNCILLORS & ADVISORY COMMITTEE REPORTS

Meeting Type: Ordinary Council Meeting
Date of Meeting: 20 August 2019
Author: Executive Assistant - Corporate Services & Councillors
File Name: Assemblies of Councillors
File No: IC19/95

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:

- a) the names of all Councillors and members of the Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending; and
- d) 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
2 July 2019	Wangaratta Economic Development & Tourism Advisory Committee	Attachment
8 July 2019	Councillor Briefing Forum	Attachment
15 July 2019	Councillor Briefing Forum	Attachment
22 July 2019	Councillor Briefing Forum	Attachment
16 July 2019	Pre-Council Meeting Discussion	Attachment
29 July 2019	Councillor Briefing Forum	Attachment
5 August 2019	Councillor Briefing Forum	Attachment

Advisory Committee Meetings:

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

1. Wangaratta Economic Development & Tourism Advisory Committee Minutes – 2 July 2019

RECOMMENDATION:***That Council:***

- 1. receives the reports of Assemblies of Councillors***
- 2. notes the minutes of these Advisory Committees***

Attachments

- 1 Assembly of Councillors - Wangaratta Economic Development & Tourism Advisory Committee - 2 July 2019.pdf [↓](#)
- 2 Assembly of Councillors - Councillors Briefing Forum - 8 July 2019 [↓](#)
- 3 Assembly of Councillors - Councillors Briefing Forum - 15 July 2019 [↓](#)
- 4 Assembly of Councillors - Pre Council Meeting Discussion - 16 July 2019 [↓](#)
- 5 Assembly of Councillors - Councillors Briefing Forum - 22 July 2019 [↓](#)
- 6 Assembly of Councillors - Councillors Briefing Forum - 29 July 2019 [↓](#)
- 7 Assembly of Councillors - Councillors Briefing Forum - 5 August 2019 [↓](#)
- 8 Wangaratta Economic Development Tourism Advisory Committee Minutes - 2 July 2019 [↓](#)

20. NOTICES OF MOTION

Nil

21. URGENT BUSINESS

22. PUBLIC QUESTION TIME

23. CONFIDENTIAL BUSINESS

Nil

24. CLOSURE OF MEETING

ATTACHMENTS

Fraud and Corruption Control Policy

Major Council Policy



RURAL CITY OF WANGARATTA

Responsible Officer: Manager People and Governance Authorising Officer: Director Corporate Services	Policy Type:	Major Council Policy
	Adoption Date:	[Choose date]
	Approved By:	Choose an item.
	Review Cycle:	Three years
	Review Date:	[Choose date]
	WIM Reference:	F17/859

STATEMENT AND PURPOSE

This Policy outlines Council's commitment to fraud and corruption control and its approach to preventing, detecting, reporting and taking appropriate action in instances of fraud and corruption.

SCOPE

This policy applies to all Councillors, Council staff 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 who perform work for Council, as well as external suppliers and other contractors and subcontractors.

POLICY

Council has a zero tolerance for fraudulent and corrupt acts and is committed to protecting its community, revenue, expenditure, property and people from fraudulent and corrupt activity by taking a systematic approach to the control of fraud and corruption.

Council's commitment to fraud and corruption control will be managed by ensuring that:

- fraud and corruption risks are identified and controlled;
- fraudulent and corrupt activity is prevented;
- conflicts of interest are avoided;
- auditing systems are in place to deter and/or identify fraudulent and corrupt activities;
- the community, Councillors, staff and Agents of Council are encouraged to report any instances of fraud or corruption via the Complaints Procedure, the Protected Disclosure Procedure, or to a relevant external body such as the Independent Broad-based Anti-corruption Commission.

Council has established an organisational culture where transparency, accountability, integrity and stewardship are embraced. Council will ensure all Councillors, staff and Agents of Council have a clear understanding of expectations in relation to fraud and corruption, and the process for reporting incidents.

Fraud and Corruption Control Policy

Major Council Policy



RURAL CITY OF WANGARATTA

DEFINITIONS

1. Corruption

The Australian Standard AS 8001-2008 Fraud and Corruption Control defines corruption as:

Corruption is a dishonest activity in which a Councillor, staff member, or Agent of Council acts contrary to the interests of Council and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity.

Examples include:

- dishonestly using influence
- misusing information or material acquired at work
- conspiring, or attempting to engage in, corrupt activity
- improper or unlawful actions
- misuse of power to harm, oppress or disadvantage a person
- failure to disclose a conflict of interest
- unauthorised accessing of confidential information from Council databases.

2. Fraud

The Australian Standard AS 8001-2008 Fraud and Corruption Control defines fraud as:

Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit.

Examples of acts of fraud include (but are not limited to):

- theft of plant and equipment
- theft of inventory
- false invoicing (creating a fictitious invoice claiming payment for goods or services not delivered, or exaggerating the value of goods delivered or services provided)
- theft of funds or cash
- accounts receivable fraud (misappropriation or misdirection of remittances received by an entity from a debtor)
- credit card fraud involving the unauthorised use of a credit card; or a credit card number issued to another person; or the use of stolen or fraudulently generated credit card numbers by merchants
- theft of intellectual property, or other confidential information
- release or use of misleading or inaccurate information for the purposes of deceiving, misleading or to hide wrongdoing
- misuse of position in order to gain some form of financial advantage
- deliberate over-ordering of materials or services to provide some for non-work related purposes

Fraud and Corruption Control Policy

Major Council Policy



RURAL CITY OF WANGARATTA

- failure to follow Council's procedures for engagement of staff, consultants or contractors in order to obtain a greater financial benefit for the individual, and a personal benefit for the recruiting manager
- submission of fraudulent applications for expense reimbursement
- payment of fictitious staff or suppliers
- falsification of time records
- unauthorised amendment or correction to previously authorised forms
- damage, destruction or falsification of documents for the purpose of material gain
- failure to disclose a conflict of interest in the performance of duties as a Councillor, staff member, or Agent of Council
- any computer related activity involving misappropriation of Council-owned software, or the alteration, destruction, forgery or manipulation of data for fraudulent purposes
- misrepresentation of qualifications, skills, knowledge or experience in order to secure an employment contract.

ROLES & RESPONSIBILITIES

Councillors

- Approve and understand the Fraud and Corruption Control Policy; and
- Display and promote ethical behaviour.

CEO

The CEO has ultimate accountability for fraud and corruption control within Council and must:

- ensure policies and procedures are in place and understood; and
- establish appropriate governance structures, and monitor their effectiveness; and
- report all instances of matters suspected on reasonable grounds to involve the misuse of public power or position to the Independent Broad-based Anti-corruption Commission (IBAC) which is mandated by the Independent Broad-based Anti-corruption Commission Act (VIC) 2011. This reporting is separate to the reporting of all Protected Disclosures; and
- expeditiously report any suspected fraud or corruption event to other relevant agencies and the Audit Advisory Committee (AAC), as appropriate;
- commission an appropriate person(s) to investigate identified fraud or corruption events and to seek recovery of assets or other resources, if appropriate; and
- display and promote ethical behaviour.

Corporate Management Team (CMT)

- Ensure fraud and corruption control is embedded into the risk management framework; and
- Monitor the implementation of this policy; and
- Display and promote ethical behaviour; and
- Assist with the management of any fraud or corruption events, as appropriate.

Managers and Co-ordinators

- Comply with this Policy and promote awareness and compliance with this Policy to their staff and Agents of Council; and

Fraud and Corruption Control Policy

Major Council Policy



RURAL CITY OF WANGARATTA

- Regularly identify and document fraud and corruption risk; and
- Ensure strong fraud and corruption controls are present, regularly reviewed, and complied with in their area of responsibility; and
- Educate their staff and Agents of Council about fraud and corruption controls and procedures; and
- Display and promote ethical behaviour.

Staff and Agents of Council

- Comply with this Policy; and
- Assist in the identification of fraud and corruption-related risks; and
- Safeguard Council assets and information against theft or misuse; and
- Report allegations of fraud or corruption.

Audit Advisory Committee (AAC)

- Review this Policy; and
- Review the fraud and corruption risk controls and treatments to SMT and the AAC; and
- Review reports on the investigation of fraud or corruption events and consider proposed mitigation actions to prevent recurrence; and
- Ensure fraud control is adequately considered in the Internal Audit Plan.

Protected Disclosure Co-ordinator (PDC)

- Receive allegations of fraud or corruption where the disclosure falls within the Protected Disclosure Act (VIC) 2012.

People and Governance Department

In conjunction with the Finance Department:

- monitor and review the risk register; and
- provide reports on fraud and corruption risk controls and treatments to CMT and the AAC; and
- assist in the investigation and recovery of any identified fraud or corruption events; and
- update the Fraud and Corruption Control Policy; and
- maintain this Policy and associated procedure and providing training and advice to staff and Agents of Council.

PRIVACY

Strict confidentiality must be applied to any allegations of fraud or corruption and their subsequent investigation.

BREACHES

Council will ensure that all allegations of fraud or corruption are investigated confidentially, promptly and thoroughly.

Investigations will be undertaken in accordance with Council's Complaints Handling Policy and Procedure, or, if the discloser wishes to seek the protection of the Protected Disclosures Act, the Protected Disclosures Policy and Procedure will be used.

CONSEQUENCES OF ENGAGING IN FRAUDULENT OR CORRUPT CONDUCT

Councillors, staff and Agents of Council must be aware of Council's intention to:

Fraud and Corruption Control Policy

Major Council Policy



RURAL CITY OF WANGARATTA

- take appropriate action against any person, or entity, involved in fraudulent or corrupt conduct, including disciplinary action, or termination of their contract of employment; and
- report internal and/or external fraudulent or corrupt activity to police, or other appropriate external bodies; and
- refer to Police for potential prosecution of any party to the matter found to be involved in fraudulent or corrupt conduct.

Council may also pursue recovery of any financial loss through civil proceedings.

MONITORING AND EVALUATION

The Fraud and Corruption Control Policy will be monitored by CMT regularly and by the AAC every three years.

Changes to this Policy require Council approval.

REFERENCES

COUNCIL POLICIES

Complaints Handling Policy
Employee Code of Conduct
Gifts, Benefits and Hospitality Policy
Protected Disclosure Policy
Risk Management Policy

COUNCIL PROCEDURES

Complaints Handling Procedures
Fraud and Corruption Control Procedures
Protected Disclosure Procedures

LEGISLATION

Crimes Act (VIC) 1958
Independent Broad-based Anti-corruption Commission (IBAC) Act (VIC) 2011
Local Government Act (VIC) 1989
Protected Disclosure Act (VIC) 2012

AUSTRALIAN STANDARD

Australian Standard AS 8001-2008 Fraud and Corruption Control

REVIEW & APPROVAL

This Policy will be reviewed in three years from the date of endorsement, or as required by legislation, or if Council determines a need has arisen.



FRAUD CONTROL POLICY

Responsible Officer: Governance and Risk Advisor	Adoption Date:	August 2015
	Approved By:	Council
Authorising Officer: Director Corporate Services	Review Date:	June 2018
	Policy Type	Major Council Policy

INTRODUCTION

Fraud is the crime of dishonestly obtaining a financial or another benefit by deception or other means. The potential impact of fraud on Council and the community can be significant. It can disrupt business continuity, reduce the quality and effectiveness of critical services, and threaten the financial stability of Council. It can also damage Council's public image and reputation.

CONTEXT

A key strategic objective of Council is to ensure that business operations are compliant. In this regard the *Local Government Act 1989* requires Council to develop and maintain adequate internal control systems. An effective fraud control framework is widely recognised as a critical element of such systems. The Australian Standard AS8001–2008 on fraud and corruption control and other related good practice guides identify the key elements of an effective fraud control framework.

SCOPE

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 who perform work for Council as well as external suppliers and other contractors and subcontractors.

PURPOSE

The purpose of this policy is to ensure that Councillors, Council employees and agents of Council understand what fraud is, know Council's attitude to fraud, recognise what to do if they suspect fraud is being perpetrated and appreciate the consequences of engaging in fraudulent conduct.

The policy also outlines Council's approach to managing the risks of fraud through a whole of organisation fraud control framework.

Adopted by Wangaratta Rural City Council 18 August 2015

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POLICY

DEFINITION OF FRAUD

The Australian Standard AS 8001-2008 Fraud and Corruption Control defines fraud as:

'Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit'.

The risk of fraud can come from inside Council, that is, from employees or contractors, or from outside Council, that is, external parties such as clients, consultants, service providers or other members of the public. Council must be alert to the risk of fraud through collusion between employees and external parties.

COUNCIL'S ATTITUDE TOWARDS FRAUD

Council is committed to protecting its revenue, expenditure and property from fraudulent activity by taking a systematic approach to the management of fraud across the organisation.

Council will not tolerate fraudulent acts and will ensure that all allegations of fraud are investigated confidentially, promptly and thoroughly.

RESPONSIBILITIES

Setting the right management approach is critical to fraud control. An organisational culture based on sound ethics and integrity is an essential ingredient that underpins effective fraud control. The *Local Government Act 1989* requires the Chief Executive Officer to develop and implement a code of conduct for council staff. Senior management must reinforce the intent of the Code of Conduct through active management strategies. It is a requirement that Council employees and agents of Council at all times behave in a way that complies with the Code of Conduct and promotes the integrity and good reputation of Council.

Councillors, Council employees and agents of Council are required to comply with this policy and associated procedures and fraud control strategies, as well as any related policies and procedures.

REPORTING FRAUD

Allegations made by employees, contractors, and members of the public can often lead to the uncovering of fraud. Council encourages employees, contractors, service providers and, where relevant, members of the public to report their suspicions of fraud.

Council's Protected Disclosure Policy and Procedures provide easily accessed guidance material to support employees to readily identify what incidents should be reported and to whom.

Information on making protected disclosures is provided on Council's website and in the annual report to assist people other than Council employees to report allegations of fraud.

Adopted by Wangaratta Rural City Council 18 August 2015

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CONSEQUENCES OF ENGAGING IN FRAUDULENT CONDUCT

Where fraud allegations are substantiated, Council will take appropriate action to punish perpetrators and accessories, deter others and recover defrauded funds, losses or damages, including but not limited to criminal prosecution, civil recovery action and internal disciplinary processes.

FRAUD CONTROL FRAMEWORK

To minimise the occurrence and impact of fraud, Council has a robust fraud control framework to prevent, detect and respond to fraud. Fraud control refers to the integrated set of activities to prevent, detect, respond and monitor fraud and related supporting processes.

The key elements of Council's fraud control framework include:

- Fraud Prevention
 - Fraud Control Policy
 - Code of Conduct
 - Culture and leadership
 - Training
 - Fraud risk management
 - Fraud control plan
 - Internal controls
 - Governance & Responsibilities
- Fraud Detection
 - Passive detection measures
 - Active detection measures
- Fraud Response
- Fraud Monitoring & Evaluation

REFERENCES

Australian Government 2011, *Commonwealth Fraud Control Guidelines*, Commonwealth of Australia, Canberra, 2011

Australian National Audit Office 2010, *Auditor-General Audit Report, Fraud Control in Australian Government Agencies*, Audit Report No.42 2009–10, ANAO, Canberra, May 2010

Australian National Audit Office 2011, *Better Practice Guide, Fraud Control in Australian Government Entities*, ANAO, Canberra, March 2011

Crime and Misconduct Commission Queensland 2005, *Fraud and corruption control: guidelines for best practice*, CMC, Brisbane, 2005

Department of Planning & Community Development Victoria 2011, *Framework for the development and review of Council Staff Codes of Conduct*, DPCD, Melbourne, September 2011

Department of Planning & Community Development Victoria 2011, *Conflict of Interest - A Guide for Council staff*, DPCD, Melbourne, October 2011

KPMG 2013, *Survey of fraud, bribery and corruption in Australia and New Zealand 2012*, KPMG Forensic, February 2013

Local Government Act 1989 (Vic)

PricewaterhouseCoopers' 2008, *Fraud, A guide to its prevention, detection and investigation*, PricewaterhouseCoopers' Forensic Services Practice, February 2008

Protected Disclosure Act 2012 (Vic)

Adopted by Wangaratta Rural City Council 18 August 2015

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Rural City of Wangaratta 2013, *Protected Disclosure Policy*, RCoW, Wangaratta, 2013
Rural City of Wangaratta 2014, *Employee Code of Conduct*, RCoW, Wangaratta, 2014
Rural City of Wangaratta 2014, *Risk Management Policy*, RCoW, Wangaratta, 2014
SAI Global 2008, *Australian Standard AS 8001-2008 Fraud and Corruption Control*, SAI Global, March 2008
Victorian Auditor-General's Office 2012, *Victorian Auditor-General's Report, Fraud Prevention Strategies in Local Government*, VAGO, Melbourne, June 2012, 2011-12:32

REVIEW

Any change or update which materially impacts and alters this policy must be by resolution of Council on the advice of the CEO following review by the Audit Advisory Committee. Otherwise, this policy will be reviewed annually by the Audit Advisory Committee at a basic level and once every three years at a detailed level. The annual review must be included in the Committee's calendar in conjunction with a scheduled Committee meeting. Following the detailed review, recommendations will be made via the CEO to Council.



Major Council Policy Community Impact Statement

Fraud and Corruption Control Policy

Council provides the following information to the community in respect of the proposed major council policy.

PART A – General

Background

Council is considering approving a major council policy, the Fraud and Corruption Control Policy (the policy).

Purpose

This Policy outlines Council's commitment to fraud and corruption control and its approach to preventing, detecting, reporting and taking appropriate action in instances of fraud and corruption.

The Policy contains provisions that support achievement of the legislated objectives of Council.

PART B – Overall Impact Assessment

The Policy has been developed following an extensive review of policies developed by other Councils.

Additional documents, including a register and procedure have been drafted and will be finalised when the Policy is adopted by Council.

Council has a zero tolerance for fraudulent and corrupt acts and is committed to protecting its community, revenue, expenditure, property and people from fraudulent and corrupt activity by taking a systematic approach to the control of fraud and corruption.

Council's commitment to fraud and corruption control will be managed by ensuring that:

- fraud and corruption risks are identified and controlled;
- fraudulent and corrupt activity is prevented;
- conflicts of interest are avoided;
- auditing systems are in place to deter and/or identify fraudulent and corrupt activities;
- the community, Councillors, staff and Agents of Council are encouraged to report any instances of fraud or corruption via the Complaints Procedure, the Protected Disclosure Procedure, or to a relevant external body such as the Independent Broad-based Anti-corruption Commission.

Council has established an organisational culture where transparency, accountability, integrity and stewardship are embraced. Council will ensure all Councillors, staff and Agents of Council have a clear understanding of expectations in relation to fraud and corruption, and the process for reporting incidents.

Major Council Policy Community Impact Statement**Fraud and Corruption Control Policy**

Measures of success of the policy

The success of the policy will be best measured by the extent to which it improves transparency within Council's actions and the actions of individual Councillors, Staff and Agents of Council.

Existing legislation that might be used instead

There is no existing local legislation that could be adapted for this purpose.

State legislation more appropriate

There is no existing State legislation that could be adapted for this purpose.

Overlap of existing legislation

There is no overlap with existing legislation or policies.

Overlap of planning scheme

The policy has no relevance to the Planning Scheme.

Risk assessment

The policy enhances the probity of Council's processes in regards to Fraud and Corruption Control.

The approach addresses the risk that fraud or corrupt conduct may occur within Council.

Legislative approach adopted

The policy operates in conjunction with relevant sections of the following Acts.

Local Government Act 1989

Independent Broad-based Anti-corruption Commission (IBAC) Act 2011

Protected Disclosure Act 2012

Crimes Act 1958

Restriction of competition

Council has conducted a review of the policy in accordance with National Competition Principles. The results of that review are attached.

The policy has no National Competition Policy implications.

Penalties

The Protected Disclosure Act outlines penalties for criminal offences related to detrimental action; disclosure of details related to an assessable disclosure; making a false complaint, or providing false information; and civil penalties for detrimental action.

Permits

The policy does not make provision for the issue of permits.

Fees

There is no reference to fees.

Performance standards or prescriptive

It is considered appropriate that the policy is a mix of performance standards and prescribed actions.

Major Council Policy Community Impact Statement**Fraud and Corruption Control Policy**

Comparison with neighbouring and like Councils

The policy is a standard approach as adopted by many Councils. It is based on a review of other Council Fraud and Corruption Control policies

Charter of Human Rights

Council has assessed the policy for compatibility with the Charter of Human Rights and Responsibilities. A report of this assessment is attached.

The policy is considered to be compatible with the Charter of Human Rights.

Consultation

In accordance with Council's Major Council Policy Consultation Local Law, Council will invite submissions from interested parties.

All submissions and any proposed changes will be considered by Council prior to the policy being adopted.

Submissions

Submissions are invited from the community in regards to the policy in accordance with clause 7 of the Major Council Policy Consultation Local Law No. 4 of 2015.

A notice to this effect will be advertised in the Chronicle newspaper, and also on Council's website, indicating that submissions will be received for 28 days.

Persons making submissions can request an opportunity to address Council. A Special Committee of Council has been established to hear submissions on the policy on the Tuesday following the close of submissions.

All submissions will be considered by Council at the Ordinary Meeting of Council scheduled for 15 October 2019.

Part C – Specific Provisions**Objectives**

The objectives have been specified.

Legislative Compliance

Relevant acts have been documented.

Application

The policy applies to all Councillors, staff and Agents of Council



Major Council Policy Human Rights Charter Assessment

Fraud and Corruption Control Policy

As from 1 January 2008 all public authorities (including Councils) are required to act in accordance with the Human Rights Charter, and to consider human rights when making a decision.

The Charter is a law that protects the rights of all people in Victoria. It introduces standards and a framework to assist public authorities to consider the rights of all interested parties, and to be better able to strike a balance between an individual's rights and those of competing public interests.

The rights in the Charter may be subject to reasonable limitations in order to achieve this balance. As with all discerning decision making, if limitations are applied, this must be documented.

There are twenty rights listed in the Charter that promote the principles of freedom, respect, equality and dignity. These are listed at the end of this document.

Section	Rights Impacted Positive	Rights impacted Negative	Justification and alternatives
STATEMENT AND PURPOSE	Nil	Nil	Describes the purpose.
SCOPE	Nil	Nil	Sets out who the policy applies to.
POLICY	Nil	Nil	The policy sets out equitable and transparent provisions for the control of fraud and corruption. There are no restrictions on human rights.
BREACHES	Nil	Nil	Outlines the consequences for engaging in fraud or corrupt conduct which has been proven.
MONITORING AND EVALUATION	Nil	Nil	Provides a timeframe for reviewing the policy.
REFERENCES	Nil	Nil	Identifies related documents.
REVIEW & APPROVAL	Nil	Nil	Specifies when the policy will next be reviewed.

Victoria's Charter of Human Rights and Responsibilities

The Charter sets out the rights, freedoms and responsibilities that are shared by all Victorians and protected by law.

The Charter protects the following rights in Victoria:

- Right to be recognised and treated equally before the law;
- Right to life and to not have your life taken without a lawful reason;
- Protection from cruel treatment or punishment, including torture and medical treatment without consent;

Major Council Policy Human Rights Charter AssessmentFraud and Corruption Control Policy

- Freedom from forced work or slavery;
- Right to move freely within Victoria, to come into and leave Victoria, and to choose where to live;
- Right to privacy and to protect your reputation;
- Freedom of thought, conscience, religion and belief;
- Right to hold an opinion and freedom of expression;
- Right to gather together, take part in a peaceful demonstration or protest, and to join groups such as political, sport or union groups;
- Protection of families and children;
- Right to take part in public life, including the right to vote;
- Right to enjoy your culture, practise your religion, and speak your language;
- Right not to have your property taken away, unless the law says it can be taken;
- Right not to be arrested or detained unfairly, and right to the security of person, such as protection from harassment and threats in everyday life;
- Right to be treated humanely when arrested or detained ;
- Protection of children in the criminal process;
- Right to a fair hearing ;
- Rights in criminal proceedings including the right to be presumed innocent until proved guilty; and
- Right not to be tried or punished more than once for the same crime.

Major Council Policy National Competition Policy Assessment

Major Council Policy National Competition Policy Assessment

Fraud and Corruption Control Policy

Introduction

A policy must not restrict competition unless it can be demonstrated that:

- The benefits of the restrictions to the community as a whole outweigh the costs; and
- The objectives of the policy can only be achieved by restricting competition.

This report applies the competition test to the Fraud and Corruption Control Policy.

Purpose and Scope

These sections set out the purpose of the policy and who it applies to.

They do not contain any restriction on competition.

Policy

This section sets out the policy settings related to the control of fraud and corrupt conduct within Council.

It does not contain any restriction on competition

Protected Disclosure Policy

Council Policy



RURAL CITY OF WANGARATTA

Responsible Officer: Manager People and Governance Authorising Officer: Director Corporate Services	Policy Type:	Council Policy
	Adoption Date:	[Choose date]
	Approved By:	Choose an item.
	Review Cycle:	3 years
	Review Date:	[Choose date]
	WIM Reference:	F17/862

STATEMENT AND PURPOSE

This Policy seeks to:

- encourage and facilitate the making of disclosures about improper conduct of the Council, its Councillors, staff and Agents of Council and the disclosure of detrimental action taken in reprisal for a person making a disclosure; and
- to provide for the confidentiality of the content of those disclosures and the confidentiality of the identity of persons who make those disclosures.

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 who perform work for Council, as well as external suppliers and other contractors and subcontractors.

This policy is framed in accordance with the *Protected Disclosure Act (VIC) 2012* (the Act) and Regulations and the Independent Broad-Based Anti-Corruption Commission (IBAC) guidelines. The Rural City of Wangaratta is a public body subject to the Act.

SCOPE

This Policy applies to the Council, its Councillors, staff and Agents of Council who are involved in improper conduct or detrimental action, or who wish to make disclosures relating to the Council, its Councillors, staff or Agents of Council who are alleged to be involved in improper conduct or detrimental action.

A person (i.e. not organisation or company) may make a disclosure under the Act. The person may come from within the organisation, or be an ordinary member of the public.

Protected disclosures relating to a Councillor may only be made to the Ombudsman or IBAC.

POLICY

Council does not tolerate improper conduct in the conduct of its affairs by Councillors, staff or Agents of Council, nor the taking of detrimental action in reprisal against those who come forward to disclose such conduct.

Council will take all reasonable steps to protect the identity of any person making a protected disclosure, where the disclosure is made in accordance with the Act.



Council is committed to the aims and objectives of the Act. It recognises the value of integrity, transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal improper conduct.

Disclosures may be made about 'improper conduct' on the part of the Council, its Councillors, staff or Agents of Council. Disclosures may also be made about 'detrimental action' taken in reprisal, or in connection with, a disclosure made about improper conduct.

The conduct or action being disclosed may have taken place, still be occurring, or is believed will occur or be engaged in.

DEFINITIONS

Improper conduct is either "corrupt conduct" or "specified conduct":

Corrupt conduct is conduct that involves an indictable offence (an offence punishable by imprisonment for five years or more) or the common law offences of attempting to pervert the course of justice, bribery of a public official, perverting the course of justice, or misconduct in public office.

Council is the body corporate established under the Local Government Act (VIC) 1958.

Specified conduct is conduct that, if proved, would constitute a criminal offence, or reasonable grounds for dismissal.

Examples of "improper conduct" include, but are not limited to:

- conduct of any person that adversely affects the honest performance by a public officer or public body of their official functions e.g. offering or taking a bribe, favouring a friend in a recruitment decision
- conduct of a public officer or public body that:
 - constitutes or involves a dishonest performance of their official functions e.g. misusing a corporate credit card
 - constitutes or involves knowingly or recklessly breaching public trust e.g. assaulting a client or publishing false data
 - involves misuse of information obtained in their official capacity e.g. insider trading
- conduct of a person intended to adversely effect the performance of a public officer or body, leading to a benefit described in the Act
- conduct that could constitute a conspiracy
- in the case of "specified conduct", conduct of a public officer or public body that involves substantial mismanagement of public resources, or a substantial risk to public health, or safety, or the environment e.g. ignoring major safety problems with public infrastructure.

Detrimental action is harassment or discrimination, or other adverse action, taken against the discloser in reprisal for having reported the alleged improper conduct.

Examples of "detrimental action" include, but are not limited to:



- A public body demotes, transfers, isolates, or changes the duties of a person for making a disclosure
- A person threatens, abuses or carries out other forms of harassment, directly or indirectly, against the person who makes a disclosure and his or her family or friends
- A public body discriminates against the person who makes a disclosure or his or her family and associates in subsequent applications for jobs or tenders.

ROLES & RESPONSIBILITIES

Any person can report improper or corrupt conduct.

Councillors, Staff and Agents of Council

Councillors, staff and Agents of Council are encouraged to report improper conduct. Disclosures about staff or Agents of Council may only be made to the staff member's Manager, or Director; the Chief Executive Officer (CEO); or the Protected Disclosure Co-ordinator, and must be made in private.

Disclosures about Councillors must be made to IBAC.

CEO

The CEO may only receive disclosures that relate to the Council, its staff and Agents of Council. The CEO cannot receive disclosures that relate to Councillors.

The CEO must refer all disclosures to the Protected Disclosure Co-ordinator for assessment, unless the disclosure relates to the Protected Disclosure Co-ordinator, in which case the disclosure must be forwarded to the Protected Disclosure Co-ordinator's manager.

The CEO must ensure the confidentiality of all disclosures and the person making the disclosure.

Managers

Managers may only receive a disclosure that is made by, or relates to, a staff member, or an Agent of Council that the manager directly or indirectly manages.

Managers must refer all disclosures to the Protected Disclosure Coordinator for assessment, unless the disclosure relates to the Protected Disclosure Co-ordinator, in which case the disclosure must be forwarded to that person's manager.

Managers must ensure the confidentiality of all disclosures and the person making the disclosure.

Protected Disclosure Co-ordinator (PDC)

The PDC may only receive disclosures that relate to the Council, its staff and Agents of Council. The PDC cannot receive disclosures that relate to Councillors.

The PDC must assess the disclosure to determine if it meets the requirements to attract the protections of the Act. If the disclosure is assessed as a protected disclosure, the PDC must assist the CEO to notify IBAC.



The PDC must ensure the confidentiality of all disclosures and the person making the disclosure. The PDC is also responsible for the provision of welfare services for any person making a protected disclosure and for the welfare needs of Councillors, staff, Agents of Council, or other people involved in the investigation.

The PDC is responsible for establishing and maintaining this policy and associated procedure and providing training and advice to staff and Agents of Council.

PRIVACY

Information related to any protected disclosure must be held within the records management system (WIM), with appropriate levels of security and access set and maintained.

BREACHES

Council will ensure that all protected disclosures are investigated confidentially, promptly and thoroughly. Investigations will be undertaken in accordance with Council's Protected Disclosure Procedure.

It is a criminal offence under the Act to disclose information connected with a disclosure made in accordance with the Act, including the identity of the discloser. The penalties for breaching confidentiality obligations include financial penalties and imprisonment.

Councillors, staff and Agents of Council must be aware of Council's intention to:

- take appropriate disciplinary action against any person involved in improper conduct; and
- report improper conduct to IBAC; and
- refer to Victoria Police for potential prosecution any party to the matter, if the improper conduct is of a criminal nature.

Council may also pursue recovery of any financial loss through civil proceedings.

MONITORING AND EVALUATION

The Protected Disclosure Policy will be monitored by the Corporate Management Team regularly and by the Audit Advisory Committee every three years.

Changes to this Policy require Council approval.

REFERENCES

COUNCIL POLICIES

Councillor Code of Conduct
Disciplinary Policy and Procedure
Employee Code of Conduct
Equal Opportunity Policy

**LEGISLATION**

Independent Broad-based Anti-corruption Commission (IBAC) Act (VIC) 2011
Integrity and Accountability Legislation Amendment (A Strong System) Act (VIC) 2015
Ombudsman Act (VIC) 1973
Protected Disclosure Act (VIC) 2012

GUIDELINES

IBAC Guidelines for making and handling protected disclosures; and for welfare management

REVIEW & APPROVAL

This Policy will be reviewed in three years from the date of endorsement, or as required by legislation, or if Council determines a need has arisen.

DRAFT



PROTECTED DISCLOSURE POLICY

Responsible Officer: Governance and Risk Advisor	Adoption Date:	August 2015
	Approved By:	Council
Authorising Officer: Director Corporate Services	Review Date:	August 2018
	Policy Type	Council Policy

SCOPE

This policy applies to Council, Councillors, Council employees and any other persons who are involved in improper conduct or detrimental action, or who wish to make disclosures relating to Council, Councillors, Council employees and any other persons who are involved in improper conduct or detrimental action.

PURPOSE

This policy seeks to encourage and facilitate the making of disclosures of improper conduct by Council, Councillors, Council employees and other persons and disclosure of detrimental action taken in reprisal for a person making a disclosure under the *Protected Disclosure Act 2012* (the Act).

It also aims to provide for the protection of persons making disclosures from detrimental actions and to provide for the confidentiality of the content of those disclosures and the confidentiality of the identity of persons who make those disclosures.

This policy is framed in accordance with the Act, Regulations and the Independent Broad-Based Anti-Corruption Commission (IBAC) guidelines. It covers the high level principles relating to the function and activities of protected disclosures. Each requirement consists of a statement of best practice followed by an explanation of what is meant by the requirement and why the requirement is important.

POLICY

EMPLOYEE RESPONSIBILITIES

1. MAKING A DISCLOSURE

- 1.1. **Community members, Councillors and Council employees are encouraged to report improper conduct related to the functions and activities performed by Council, Councillors or Council staff.**

Explanation

Employees are best placed to detect wrongdoing.

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Reporting improper conduct is important as it can:

- *Expose systemic corruption that would otherwise remain hidden; and*
- *Support integrity in Council through honest and accountable local government.*

1.2 A disclosure may be a disclosure made in accordance with the Act even if it is a complaint, notification or disclosure (however described) made under another Act.

1.3 Any person can make a disclosure about improper conduct by public bodies and public officers. This includes a person who is a member, officer or employee of a public body or public officer. However, the making of disclosure is not limited to 'internal' disclosers.

Explanation

Council is defined as a public body under the Act.

Councillors and Council staff are defined as public officers under the Act.

Improper conduct includes corrupt conduct and specified conduct:

- *Corrupt conduct is conduct that if proven would constitute a relevant offence, including:*
 - *Conduct of any person that adversely affects the honest performance by Council, Councillors, or a member, officer or employee of Council of their functions;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council dishonestly performing their functions;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council involving knowingly or recklessly breaching public trust;*
 - *Conduct of Council, Councillors, or a member, officer or employees of Council that involves the misuse of information or material acquired in the course of the performance of their functions; and*
 - *Conduct that could constitute a conspiracy or attempt to engage in any of the above.*
- *Specified conduct is conduct that, if proved, would constitute a criminal offence or reasonable grounds for dismissal, including:*
 - *Conduct of any person that adversely affects the honest performance by a public officer or public body of functions;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council that constitutes or involves the dishonest performance of their functions;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council that constitutes or involves knowingly or recklessly breaching public trust;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council that involves the misuse of information or material acquired in the course of the performance of their functions;*
 - *Conduct that could constitute a conspiracy or an attempt to engage in any of the above;*
 - *Conduct of Council, Councillors, or a member, officer or employee of Council that involves substantial mismanagement of public resources;*

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- *Conduct of Council, Councillors, or a member, officer or employee of Council that involves substantial risk to public health or safety or to the environment.*

1.4 Any person can make a disclosure about detrimental action against a person by Council, Councillors, or a member, officer or employee of Council in reprisal for the making of a protected disclosure by any person.

Explanation

The Act creates an offence for a person to take detrimental action against another person in reprisal for someone making a protected disclosure.

Detrimental action by a person is defined as including the following:

- *Action causing injury, loss or damage; or*
- *Intimidation or harassment; or*
- *Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.*

1.5 For a disclosure to be a protected disclosure it must be made in accordance with the requirements of the Act and in accordance with the Protected Disclosure Procedures.

Explanation

Refer to Council's Protected Disclosure Procedures.

1.6 A person may only make a disclosure to Council that relates to the conduct of Council or its own members, officers or employees. Such disclosures may also be made to IBAC, or to the Victorian Ombudsman.

Explanation

If Council receives a disclosure about an employee, officer or member of another public body or about a Councillor, the disclosure has not been made in accordance with the Act.

1.7 A person must only make a disclosure that relates to a Councillor to IBAC, or to the Victorian Ombudsman (if within the Ombudsman's jurisdiction to investigate).

Explanation

The Act provides that disclosures about Councillors must only be made to particular entities.

1.8 A company or a business cannot make a disclosure. The person making the disclosure must be an individual or a group of individuals making a joint disclosure.

Explanation

The protections afforded by the Act can only be applied to a natural person or persons.

1.9 A disclosure can be made anonymously.

Explanation

A discloser need not identify themselves to Council to make a disclosure to Council under the Act.

An anonymous disclosure can be made by using unverifiable email addresses, through anonymous phone calls or in a face-to-face conversation or meeting where the person refuses to be identified.

This creates potential difficulties for Council in being able to assess whether a complaint is a disclosure.

1.10 A person can make a disclosure in circumstances where they cannot identify the person or organisation to which the disclosure relates.

Explanation

This creates potential difficulties in being able to assess whether a complaint is a disclosure made under the Act.

1.11 A person may make a disclosure verbally.

Explanation

A person can make a verbal disclosure:

- *In person;*
- *By phone;*
- *By leaving a voice mail message;*
- *By any other form of electronic communication that does not require writing (note that an email is considered to be a written disclosure).*

1.12 A disclosure must be made in private.

Explanation

This means that the person making the disclosure must reasonably believe that only the following people are present or able to listen to the conversation:

- *The person making the disclosure*
- *A lawyer representing the person (if any)*
- *One or more people to whom a disclosure can be made under the Act or Regulations.*

This does not preclude a group of individuals making of a joint disclosure at the one time.

1.13 An oral disclosure to Council may only be made to a person identified in the prescribed procedure for making the disclosure to Council.

Explanation

Persons in Council who may receive a disclosure can include:

- *The Chief Executive Officer; or*

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- *A person identified as a person who can receive disclosures in the procedures established by Council (Protected Disclosure Coordinator); or*
- *If the person making the disclosure is a member, officer or employee of Council:*
 - *The Chief Executive Officer; or*
 - *A person identified as a person who can receive disclosures in the procedures established by Council (Protected Disclosure Coordinator); or*
 - *A member, officer or employee of Council who directly or indirectly manages that person; or*
- *If the disclosure relates to a person who is a member, officer or employee of Council:*
 - *The Chief Executive Officer; or*
 - *A person identified as a person who can receive disclosures in the procedures established by Council (Protected Disclosure Coordinator); or*
 - *A member, officer or employee of Council who directly or indirectly supervises or manages the person making the disclosure; or*
 - *A member, officer or employee of Council who directly or indirectly manages the person to which the disclosure relates.*

1.14 A person may make a disclosure in writing.

Explanation

A written disclosure can only be provided to Council by:

- *Personal delivery to the Council office;*
- *Mail addressed to the Council office; or*
- *Email to the official email address of:*
 - *Council; or*
 - *The Chief Executive Officer; or*
 - *A person identified as a person who can receive disclosures in the procedures established by Council (Protected Disclosure Coordinator); or*
 - *A member, officer or employee of Council who directly or indirectly manages the person making the disclosure; or*
 - *A member, officer or employee of Council who directly or indirectly manages the person to which the disclosure relates.*

2. PROTECTION FOR PERSONS MAKING A DISCLOSURE

2.1 Protections are provided to persons who make a disclosure that is a protected disclosure from the time at which the disclosure is made.

Explanation

They apply even if Council does not notify the disclosure to IBAC, and whether or not IBAC has determined that it is a protected disclosure complaint.

The protections also apply to further information relating to a protected disclosure made by the original discloser, if the further information has been provided, verbally or in writing, to:

- *Council;*
- *IBAC, or*

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- *An investigating entity investigating the protected disclosure.*

- 2.2 A person who makes a protected disclosure is not subject to any civil or criminal liability or any liability arising by way of administrative process (including disciplinary action) for making the disclosure unless that person provides information under the Act that that person knows is false or misleading.**

Explanation

Persons making protected disclosures are immune from liability unless they mislead.

- 2.3 A person who makes a protected disclosure does not by doing so commit an offence under any Act or obligation that imposes a duty to maintain confidentiality unless that person provides information under the Act that that person knows is false or misleading.**

Explanation

Council employees are given specific protections under the Act to provide information to other Council employees or IBAC in dealing with a disclosure they have received. The employee does not commit an offence under section 95 of the Constitution Act or other Act imposing a duty to maintain confidentiality, or breach confidentiality obligations or information disclosure restrictions when he or she acts in good faith and in accordance with the Act and Regulations and these guidelines.

- 2.4 In any proceeding for defamation there is a defence of absolute privilege in respect of the making of a protected disclosure unless a person provides information under the Act that that person knows is false or misleading.**

Explanation

Persons making protected disclosures have a defence against defamation action.

- 2.5 A person's liability for their conduct is not affected by the person's disclosure of that conduct under the Act.**

Explanation

A person remains liable for their own conduct even though the person has made a disclosure of that conduct under the Act.

- 2.6 A person must not take detrimental action against another person in reprisal for a protected disclosure.**

Explanation

The Act creates an offence for a person to take detrimental action against another person in reprisal for someone making a protected disclosure. Detrimental action is defined as including:

- *Action causing injury, loss or damage;*
- *Intimidation or harassment; or*

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- *Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.*

2.7 A person who takes detrimental action against another person in reprisal for a protected disclosure is liable in damages for any injury, loss or damage to that other person.

3. CONFIDENTIALITY

3.1 The content or information about the content, of an assessable disclosure must not be disclosed.

Explanation

This applies to any person:

- *To whom an assessable disclosure has been made; or*
- *Who receives an assessable disclosure in performance of their duties or functions; or*
- *To whom IBAC or the Victorian Inspectorate provides information about the content of an assessable disclosure in the course of assessing the disclosure to determine whether the disclosure is a protected disclosure complaint; or*
- *To whom an assessable disclosure, or information about the content of an assessable disclosure, is disclosed in any of the following circumstances:*
 - *In accordance with the circumstances in which information may be disclosed; or*
 - *In accordance with a direction or authorisation given by the investigating entity that is investigating the disclosure; or*
 - *To the extent necessary for the purpose of taking lawful action in relation to the conduct that is the subject of the assessable disclosure including a disciplinary process or action;*
- *To whom an assessable disclosure, or information about the content of an assessable disclosure, has been disclosed in contravention of the above.*

3.2 A person must not disclose information likely to lead to the identification of a person who has made an assessable disclosure unless in certain limited circumstances.

Explanation

Circumstances in which information may be disclosed include:

- *The person who made the assessable disclosure has given written consent to an investigating entity to disclose; or*
- *IBAC or the Victorian Inspectorate has determined that the assessable disclosure is not a protected disclosure complaint and the person discloses the information after that determination; or*
- *An investigating entity has published in a report to Parliament under this or any other Act, or otherwise made public, the information; and in doing so, acted consistently with the obligations relating to confidentiality that apply to the investigating entity under this Act and the person discloses the information after that publication.*

3.3 There are only certain limited circumstances in which the content or information about the content, of an assessable disclosure or information

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likely to lead to the identification of a person who has made an assessable disclosure may be disclosed.

Explanation

Circumstances in which information may be disclosed include:

- *Where necessary for the purpose of the exercise of functions under the Act;*
- *By an investigating entity, or an officer of an investigating entity, where necessary for the purpose of the exercise of functions under the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011 or the Ombudsman Act 1973;*
- *For the purpose of a proceeding for an offence against the Act, the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011, the Ombudsman Act 1973 or the Evidence (Miscellaneous Provisions) Act 1958 arising from an investigation by the Ombudsman;*
- *For the purpose of a disciplinary process or action instituted in respect of conduct that could constitute an offence against the Act, the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011, the Ombudsman Act 1973 or the Evidence (Miscellaneous Provisions) Act 1958 arising from an investigation by the Ombudsman;*
- *For the purpose of obtaining legal advice or representation in relation to a witness summons, a confidentiality notice, a notice cancelling a confidentiality notice or an order extending a confidentiality notice;*
- *For the purpose of obtaining legal advice or representation in relation to the person's rights, liabilities, obligations and privileges under the Act, the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011 or the Ombudsman Act 1973;*
- *By an Australian legal practitioner to whom an assessable disclosure or information has been disclosed in the circumstances specified in relation to obtaining legal advice as set out above, for the purpose of complying with a legal duty of disclosure or a professional obligation arising from his or her professional relationship with his or her client;*
- *To an interpreter, to assist a person who does not have a sufficient knowledge of the English language;*
- *To a parent or guardian of a person or to an independent person, to assist a person who is under the age of 18 years;*
- *To an independent person, for the purpose of enabling a person who is illiterate or has a mental or physical impairment that prevents the person from understanding an obligation.*

3.4 A person making a disclosure, or other persons who receive information from a discloser, must not disclose, subject to the specific exceptions listed in the explanation below, that:

- **Their disclosure has been notified to IBAC for assessment; or**
- **IBAC or the Victorian Inspectorate has determined their disclosure to be a protected disclosure complaint.**

Explanation

The disclosure must remain confidential except for disclosure:

- *To any person where necessary for the purposes of obtaining any information, document or other thing to comply with a witness summons, a confidentiality*

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notice, a notice cancelling a confidentiality notice or an order extending a confidentiality notice or compliance with confidentiality provisions, including:

- *Disclosure to an interpreter if a person does not have a sufficient knowledge of the English language;*
- *Disclosure to a parent, guardian or independent person in the case of a person under the age of 18 years;*
- *Disclosure to an independent person if a person is illiterate or has a mental, physical or other impairment which prevents the person from understanding.*
- *For the purposes of obtaining legal advice or representation in relation to:*
 - *A witness summons, a confidentiality notice, a notice cancelling a confidentiality notice, an order extending a confidentiality notice or compliance with confidentiality provisions;*
 - *The person's rights, liabilities, obligations and privileges under a relevant Act.*
- *By an Australian legal practitioner who receives a disclosure for the purposes of complying with a legal duty of disclosure or a professional obligation arising from his or her professional relationship with his or her client;*
- *For the purposes of making a complaint to IBAC under the Independent Broad-based Anti-corruption Commission Act 2011, or a complaint to the Victorian Inspectorate under the Victorian Inspectorate Act 2011;*
- *For the purposes of complying with a witness summons served on a person by the IBAC under the Independent Broad-based Anti-corruption Commission Act 2011, or a witness summons served on a person by the Victorian Inspectorate under the Victorian Inspectorate Act 2011;*
- *Of information that has been published by IBAC in a report or has otherwise been made public in accordance with the Act, the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011 or the Ombudsman Act 1973;*
- *To a person's spouse or domestic partner;*
- *To a person's employer or manager or both;*
- *As is otherwise authorised or required to be made by or under the Act, the Independent Broad-based Anti-corruption Commission Act 2011, the Victorian Inspectorate Act 2011 or the Ombudsman Act 1973.*

4. PROCEDURES

4.1 Employees must comply with this policy and any procedures established by Council for the making of disclosures and for the handling of disclosures and, where appropriate, the notification of those disclosures to the IBAC.

Explanation

It is important for Council to have effective processes and procedures for managing the receipt of information, its assessment and notification. This also includes effective processes for looking after people who have made protected disclosures, those who are the subject of the protected disclosure and those who might be witnesses in an investigation.

This includes completing any related training or induction sessions.

CEO RESPONSIBILITIES**5. RECEIVING A DISCLOSURE**

- 5.1 The Chief Executive Officer may only receive disclosures that relate to Council or a member, officer or employee of Council.**

Explanation

The CEO is unable to receive disclosures that relate to Councillors, other public bodies, other public officers, investigating entities or IBAC.

6. HANDLING A DISCLOSURE

- 6.1 The Chief Executive Officer must ensure that a person is appointed within Council who can receive disclosures made in accordance with the Act. This role will also be responsible for the effective implementation of the protected disclosure procedures and related welfare processes. The role must be occupied by a senior manager of Council.**

Explanation

This role is the primary management role in Council concerned with the effective implementation of the Act.

- 6.2 The Chief Executive Officer must refer all disclosures received by them to the Protected Disclosure Coordinator for assessment and if required notification to IBAC, unless the disclosure relates to that person, in which case the disclosure must be forwarded to that person's direct manager.**

Explanation

This ensures that Council is consistent in its execution of the protected disclosure procedures.

7. PROCEDURES

- 7.1 The Chief Executive Officer must ensure that Council establishes procedures to facilitate the making of disclosures and for the handling of disclosures and, where appropriate, the notification of those disclosures to the IBAC. The procedures must be consistent with the Act, the regulations made under the Act and guidelines issued by IBAC.**

Explanation

It is important for Council to have effective processes and procedures for managing the receipt of information, its assessment and notification. This also includes effective processes for looking after people who have made protected disclosures, those who are the subject of the protected disclosure and those who might be witnesses in an investigation.

8. PROTECTION FOR PERSONS MAKING A DISCLOSURE

- 8.1 The Chief Executive Officer must ensure that employees or agents of Council do not take action against another person in reprisal for a protected**

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disclosure. Otherwise, Council and the employee or agent may be jointly and severally civilly liable for the detrimental action.

Explanation

This deals with the vicarious liability of Council related to detrimental action committed by an employee or agent of Council. It is a defence to a vicarious liability proceeding against Council if Council proves, on the balance of probabilities, that it took reasonable precautions to prevent the employee or agent from taking detrimental action against the other person in reprisal for the protected disclosure.

9. REPORTING

9.1 The Chief Executive Officer must ensure that Council includes in its annual report for a financial year:

- **Information about how to access Council's protected disclosure procedures; and**
- **The number of disclosures notified to IBAC during the financial year.**

Explanation

The matters required to be included in the annual report must not include information that is likely to lead to the identification of any person who has made an assessable disclosure.

MANAGER RESPONSIBILITIES

10. RECEIVING A DISCLOSURE

10.1 Managers may only receive a disclosure that:

- **Is made by a member, officer or employee of Council that the manager directly or indirectly manages; or**
- **Relates to a member, officer or employee of Council that the manager directly or indirectly manages.**

Explanation

This provision meets the requirements of the Regulation 10 of the Protected Disclosure Regulations 2013.

11. HANDLING A DISCLOSURE

11.1 Managers must refer all disclosures received by them to the Protected Disclosure Coordinator for assessment and, if required, notification to IBAC, unless the disclosure relates to that person, in which case the disclosure should be referred to that person's direct manager.

Explanation

This ensures that Council is consistent in its execution of Council's protected disclosure procedures.

12. PROTECTION FOR PERSONS MAKING A DISCLOSURE

- 12.1 Managers must ensure that employees or agents of Council do not take action against another person in reprisal for a protected disclosure. Otherwise, Council and the employee or agent may be jointly and severally civilly liable for the detrimental action.**

Explanation

This deals with the vicarious liability of Council related to detrimental action committed by an employee or agent of Council. It is a defence to a vicarious liability proceeding against Council if Council proves, on the balance of probabilities, that it took reasonable precautions to prevent the employee or agent from taking detrimental action against the other person in reprisal for the protected disclosure.

13. CONFIDENTIALITY

- 13.1 Managers must ensure that employees do not disclose:**

- **The content or information about the content, of an assessable disclosure; or**
- **Information likely to lead to the identification of a person who has made an assessable disclosure; or**
- **That a disclosure has been notified to IBAC for assessment; or**
- **That IBAC or the Victorian Inspectorate has determined a disclosure to be a protected disclosure complaint.**

Explanation

Maintaining the confidentiality of information related to protected disclosures ensures the protection of persons making genuine protected disclosures about improper conduct or detrimental action and is essential for the effective implementation of the Act.

14. PROCEDURES

- 14.1 Managers must ensure that employees comply with this policy and any procedures established by Council for the making of disclosures and for the handling of disclosures and, where appropriate, the notification of those disclosures to the IBAC.**

Explanation

It is important for Council to have effective processes and procedures for managing the receipt of information, its assessment and notification that are consistently applied. This also includes effective processes for looking after people who have made protected disclosures, those who are the subject of the protected disclosure and those who might be witnesses in an investigation.

Managers need to ensure that employees are aware of this policy and the related procedures and have completed any related training or induction sessions.

PROTECTED DISCLOSURE COORDINATOR RESPONSIBILITIES

15. RECEIVING A DISCLOSURE

- 15.1 The Protected Disclosure Coordinator may only receive disclosures that relate to Council or a member, officer or employee of Council.**

Explanation

The Protected Disclosure Coordinator is unable to receive disclosures that relate to Councillors, other public bodies, other public officers, investigating entities or IBAC.

16. ASSESSING A DISCLOSURE

- 16.1 When Council receives a complaint, report or allegation of improper conduct or detrimental action, the first step is to determine whether the disclosure may be a protected disclosure by going through the assessment process. This step will be undertaken in the main by the Protected Disclosure Coordinator.**

Explanation

The discloser does not need to specifically request the protections of the Act, or refer to that Act at all. The initial assessment is made on the nature of the information disclosed or on the belief that the discloser has about the nature of the information, and not the discloser's intention.

- 16.2 An assessment should be made as to whether the disclosure meets all of the requirements for a protected disclosure in Part 2 of the Act and the Protected Disclosure Regulations.**

Explanation

For a disclosure to be a protected disclosure it must be about alleged conduct that relates to Council, or a member, officer or employee of Council that is either improper conduct or detrimental action taken against a person in reprisal for a protected disclosure and either:

- *The information shows or tends to show that the improper conduct or detrimental action against a person has occurred, is occurring, or is proposed to be engaged in by a person; or*
- *The discloser believes on reasonable grounds the information shows or tends to show that the improper conduct or detrimental action against a person has occurred, is occurring, or is proposed to be engaged in by a person.*

The person(s) or body taking detrimental action must be Council, or a member(s), officer(s) or employee(s) of Council. The person (or the person they have incited) must take or threaten the action, because, or in the belief that the:

- *Other person or anyone else has made, or intends to make the disclosure; or*
- *Other person or anyone else has cooperated, or intends to cooperate with an investigation of the disclosure.*

17. ASSESSMENT DECISIONS

- 17.1 In some circumstances, a disclosure may be about improper conduct or detrimental action that may pose an immediate threat to health and safety of**

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individuals, preservation of property, or may consist of serious criminal conduct. In these cases Council can take immediate action to mitigate the risk involved.

Explanation

Council can take immediate action while considering whether or not it is an assessable disclosure that must be notified to IBAC or awaiting IBAC's decision on a notified matter. It may be necessary to report criminal conduct to Victoria Police for immediate investigation, or take management action against an employee to prevent future conduct.

The Act allows disclosure of the content of the disclosure by a person or body 'to the extent necessary for the purpose of taking lawful action in relation to the conduct that is the subject of an assessable disclosure including disciplinary process or action'. However, this does not allow the identity of the discloser to be revealed. Reporting the alleged conduct to the Victoria Police as criminal conduct, or taking legitimate management action against the subject of the disclosure in order to prevent future conduct, may be appropriate courses of action in these circumstances.

17.2 If Council does not consider the disclosure to be a protected disclosure, then it must advise the discloser in writing within 28 days after the disclosure was made, that:

- **Council does not consider the disclosure to be a protected disclosure; and**
- **The disclosure has not been notified to IBAC for assessment; and**
- **The protections under Part 6 of the Act apply, regardless of whether the disclosure is notified to IBAC for assessment.**

Explanation

However, Council does not have to provide the discloser with the above information unless the discloser has indicated to Council, or it otherwise appears to Council, that the discloser wishes to receive the protections that apply to a protected disclosure under the Act.

Council is not required to notify a disclosure to IBAC if it does not consider it may be a protected disclosure. It may also decide to deal with the matter as a complaint directed to normal Council complaint procedures for resolution.

17.3 If Council considers the disclosure may be a protected disclosure, then it is required to notify the disclosure to IBAC for assessment and to notify the discloser.

Explanation

These notifications can be done by persons specified in the Protected Disclosure Regulations 2013 as persons who can receive disclosures. Such a disclosure is called an 'assessable disclosure'.

18. NOTIFICATION TO IBAC & THE DISCLOSER

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18.1 Council must provide the discloser with information in writing within 28 days after the disclosure being made that:

- The disclosure has been notified to IBAC for assessment; and
- It is an offence under section 74 of the Act to disclose that the disclosure has been notified to IBAC for assessment.

18.2 Council must notify IBAC in writing within 28 days after the disclosure was made that:

- Council considers the disclosure may be a protected disclosure; and
- Council is notifying the disclosure to IBAC for assessment.

Explanation

In notifying IBAC of an assessable disclosure Council may also provide IBAC with any information it has obtained regarding the disclosure in the course of its inquiries leading up to the notification. This information can be provided at the time of notification or at any later time.

19. IBAC ASSESSMENT

19.1 If IBAC determines that the disclosure is not a protected disclosure complaint, and it is otherwise not a complaint or notification under the IBAC Act, it may advise the discloser that they should make a complaint directly to Council about the disclosure. If this is the case, IBAC will also advise the Council that the discloser has been given this advice.

Explanation

In this case Council should deal with the matter as a complaint directed to normal Council complaint procedures for resolution.

20. FURTHER CONTACT ABOUT INVESTIGATIONS

20.1 If IBAC or another investigating entity is conducting an investigation of a protected disclosure complaint concerning Council, it may be in contact with Council for the purpose of conducting investigative inquiries. In this situation Council will be able to disclose information about the protected disclosure complaint to the investigating entity without breaching the confidentiality requirements of the Act.

20.2 IBAC or the relevant investigating entity may disclose the identity of the discloser and the content of the disclosure if necessary to do so for the purposes of their investigative action. If this is the case, then Council, or the Council Officer to whom the information has been disclosed, is bound by the confidentiality requirements of Part 7 of the Act.

20.3 If Council is advised of the identity of the discloser, then it will be required to look after the welfare of the discloser and provide protection against possible detrimental action.

Explanation

A person making a protected disclosure may be employed by Council or may be a member of the public. A person cooperating with an investigation into a protected disclosure complaint will also fall into one of the same categories.

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Council has obligations to protect people both from inside or outside the public body from detrimental action taken in reprisal for the making of the disclosure.

21. PROCEDURES

21.1 The Protected Disclosure Coordinator is responsible for establishing and maintaining this policy and procedures to facilitate the making of disclosures and for the handling of disclosures and, where appropriate, the notification of those disclosures to the IBAC. The procedures must be consistent with the Act, the regulations made under the Act and guidelines issued by IBAC.

Explanation

It is important for Council to have effective processes and procedures for managing the receipt of information, its assessment and notification. This also includes effective processes for looking after people who have made protected disclosures, those who are the subject of the protected disclosure and those who might be witnesses in an investigation.

Council procedures should also include a:

- *Secure information management systems for the receipt, storage, assessment and notification of protected disclosures, including an internal reporting structure and identification of the roles and responsibilities of those in the reporting structure;*
- *Secure process for receiving verbal or written disclosures;*
- *Selection process for a person(s) identified as a person who can receive disclosures(protected disclosure coordinator);*
- *Secure means of notifying IBAC of assessable disclosures;*
- *Education and training for selected personnel in receipt, handling, assessing and notifying of disclosures, and welfare management of persons associated with a protected disclosure; and*
- *Process for the collection and collation of statistics on protected disclosures for the purpose of annual reporting.*

21.2 The Protected Disclosure Coordinator is responsible for preparation and delivery of training and awareness sessions relating to this policy and to the protected disclosure procedures.

Explanation

All employees should receive training in Council's policy and processes regarding protected disclosure.

22. REPORTING

22.1 The Protected Disclosure Coordinator is responsible for collating and submitting the following information for Council's annual report for a financial year:

- Information about how to access Council's protected disclosure procedures; and
- The number of disclosures notified to IBAC during the financial year.

Explanation

The matters required to be included in the annual report must not include information that is likely to lead to the identification of any person who has made an assessable disclosure.

23. PROVIDING WELFARE SUPPORT TO DISCLOSERS

23.1 The Protected Disclosure Coordinator is responsible for the provision of welfare services for any person making a protected disclosure, following due consideration of any risks faced by either an internal or external discloser. At the same time, there may also be welfare needs for other people who may be involved in the investigation.

Explanation

The following matters should be taken into consideration in deciding whether or not a welfare manager should be appointed in a particular case:

- *Are there any real risks of detrimental action against the person, taking into account their particular circumstances?*
- *Is it assured that the person will be taken seriously and will be treated with respect?*
- *Is it assured that the person will be given effective support, including keeping them informed of the status of their disclosure?*
- *Can the person be protected from suffering repercussions, by dealing with the matter discreetly and confidentially, and responding swiftly and fairly to any allegations that the person has in fact suffered retribution?*

If the answer to the first question is 'yes' then the appointment of a dedicated welfare officer is probably appropriate. If the answer to the first question is 'no' and the needs set out in the remainder of the questions can be met, there may be no need for a welfare officer.

A welfare officer can monitor the specific needs of the discloser and/or co-operator and provide practical advice and support. However, in most circumstances, a welfare officer will only be required where a protected disclosure complaint proceeds to investigation, but each case needs to be assessed on its own merits.

23.2 For internal disclosers, Council may wish to make use of the Employee Assistance Program (EAP) to provide additional welfare support.

Explanation

Counselling services for workers (including immediate family) and officers are available on a completely confidential basis through Council's Employee Assistance Program.

23.3 Various types of welfare support should be provided by Council for the discloser or co-operator on an ongoing basis.

Explanation

Welfare support should include:

- *Providing information;*
- *Providing active support;*
- *Managing expectations;*
- *Maintaining confidentiality;*
- *Assessing the risks of detrimental action being taken in reprisal;*
- *Protecting the discloser and/or co-operator;*
- *Managing the impact of any investigation; and*
- *Maintaining records related to welfare support.*

23.4 If the person making the disclosure is implicated in the improper conduct or detrimental action that is subject of the disclosure the discloser is not subject to criminal or civil liability for making the disclosure. However section 42 of the Act specifically provides that a person's liability for his or her own conduct is not affected by the person's disclosure of that conduct. In this case the discloser should be clearly advised of any proposed disciplinary or other action to be taken and of any mitigating factors that have been taken into account.

Explanation

The management of the welfare of a discloser may become complicated when that person is implicated in misconduct, whether or not that misconduct is related to the disclosure. The general obligations of Council in relation to handling a disclosure and protecting the discloser still apply. A discloser is not protected from the reasonable consequences flowing from their involvement in any improper conduct.

Care should be taken to thoroughly document the process of any action taken against a discloser including recording the reasons why the disciplinary or other action is being taken, and the reasons why the action is not in retribution for making the disclosure.

24. INFORMING THE SUBJECT OF A DISCLOSURE

24.1 Council may give information about the disclosure to the subject of the disclosure if it is directed or authorised to do so by the entity investigating

the disclosure or for the purpose of taking action with respect to the conduct alleged, including disciplinary action.

Explanation

A decision has to be made as to whether or when a person who is the subject of a disclosure should be informed about the allegation made against him or her by a discloser. It is possible that the subject of the disclosure may never be told about the disclosure if it is not determined to be a protected disclosure complaint, or a decision is made to dismiss the disclosure.

The Act limits the disclosure of information about the content of an assessable disclosure and the identity of the discloser to certain specified circumstances.

Investigating entities may also inform the subject of the disclosure in the course of their investigation for the purposes of conducting that investigation, or any actions that they propose to take as a result of the investigation.

25. DEALING WITH DETRIMENTAL ACTION

- 25.1 If any person reports an incident of harassment, discrimination or adverse treatment that may amount to detrimental action apparently taken in reprisal for a disclosure the Protected Disclosure Coordinator must record details of the incident and advise the person of their rights under the Act. Where the detrimental action is of a serious nature likely to amount to a criminal offence, consideration should be given to reporting the matter to the police or IBAC.**

Explanation

In such circumstances, Council must be careful about making preliminary enquiries or gathering information concerning such an allegation of serious detrimental action so it does not compromise the integrity of any evidence that might be later relied upon in a criminal prosecution.

The taking of detrimental action in reprisal for making a disclosure can be grounds for a person to make a further disclosure with respect to that conduct. The disclosure of this allegation must be assessed by Council as a new disclosure under the Act.

26. WELFARE OF THE SUBJECT OF A DISCLOSURE

- 26.1 Council must meet the welfare needs of a person who is the subject of a protected disclosure. A person who is subject of a disclosure who is made aware of their status may have welfare services provided through the Protected Disclosure Coordinator, or be referred to Council's EAP program for welfare assistance.**

Explanation

Until a protected disclosure complaint is resolved, either by dismissing, or investigating it and an outcome is reached, the information about the person is only an allegation. This person is also likely to need support once they become aware that they are the subject of a disclosure. It is necessary to consider each matter on

a case by case basis, taking into account the particular circumstances of the person.

- 26.2 Council should take all reasonable steps to ensure the confidentiality of the person about whom the protected disclosure has been made during the assessment and any ensuing investigation. Where the disclosure is dismissed or investigations do not substantiate the allegations made against the person, the fact of the investigation, its results, and the identity of the person subject of the disclosure should still be kept confidential.**

Explanation

This will assist to avoid or minimise the risk of adverse consequences for the subject of a disclosure.

- 26.3 If a person has been the subject of allegations that are wrong or unsubstantiated, then it is necessary for Council and the investigating entity to ensure that there are no adverse consequences for this person arising out of the disclosure or its investigation.**

Explanation

This is particularly crucial where information has been publicly disclosed that has identified the person, but also where such information has become well-known across the organisation where the person works.

MANAGEMENT FRAMEWORK

Council will maintain a Protected Disclosure Management Framework consisting of this policy and associated procedures.

REFERENCES

Protected Disclosure Act 2012

IBAC Guidelines for protected disclosure welfare management

IBAC Guidelines for making and handling protected disclosures

REVIEW

Any change or update which materially impacts and alters this policy must be by Council approval following review by the Corporate Management Team. This policy will be reviewed in August 2018 or if there has been a material change to any relevant laws.



Major Council Policy Community Impact Statement

Protected Disclosures Policy

Council provides the following information to the community in respect of the proposed major council policy.

PART A – General

Background

Council is considering approving a major council policy, the Protected Disclosures Policy (the policy).

Purpose

This Policy outlines Council's commitment to Protected Disclosures and its approach to reporting and managing disclosures and learning from the findings of any investigations.

The Policy contains provisions that support achievement of the legislated objectives of Council.

PART B – Overall Impact Assessment

The Policy has been developed following an extensive review of policies developed by other Councils.

Additional documents, including a procedure have been drafted and will be finalised when the Policy is adopted by Council.

Council does not tolerate improper conduct in the conduct of its affairs by Councillors, staff or Agents of Council, nor the taking of detrimental action in reprisal against those who come forward to disclose such conduct.

Council will take all reasonable steps to protect the identity of any person making a protected disclosure, where the disclosure is made in accordance with the Protected Disclosure Act.

Council is committed to the aims and objectives of the Act. It recognises the value of integrity, transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal improper conduct.

Disclosures may be made about 'improper conduct' on the part of the Council, its Councillors, staff or Agents of Council. Disclosures may also be made about 'detrimental action' taken in reprisal, or in connection with, a disclosure made about improper conduct.

The conduct or action being disclosed may have taken place, still be occurring, or is believed will occur or be engaged in.

Major Council Policy Community Impact Statement**Protected Disclosures Policy**

Measures of success of the policy

The success of the policy will be best measured by the extent to which it improves transparency within Council's actions and the actions of individual Councillors, Staff and Agents of Council.

Existing legislation that might be used instead

There is no existing local legislation that could be adapted for this purpose.

State legislation more appropriate

There is no existing State legislation that could be adapted for this purpose.

Overlap of existing legislation

There is no overlap with existing legislation or policies.

Overlap of planning scheme

The policy has no relevance to the Planning Scheme.

Risk assessment

The policy enhances the probity of Council's processes in regards to Protected Disclosures.

The approach addresses the risk that improper conduct may occur within Council.

Legislative approach adopted

The policy operates in conjunction with relevant sections of the following Acts.

Local Government Act 1989

Independent Broad-based Anti-corruption Commission (IBAC) Act 2011

Protected Disclosure Act 2012

Restriction of competition

Council has conducted a review of the policy in accordance with National Competition Principles. The results of that review are attached.

The policy has no National Competition Policy implications.

Penalties

The Protected Disclosure Act outlines penalties for criminal offences related to detrimental action; disclosure of details related to an assessable disclosure; making a false complaint, or providing false information; and civil penalties for detrimental action.

Permits

The policy does not make provision for the issue of permits.

Fees

There is no reference to fees.

Performance standards or prescriptive

It is considered appropriate that the policy is a mix of performance standards and prescribed actions.

Comparison with neighbouring and like Councils

The policy is a standard approach as adopted by many Councils. It is based on a review of other Council Protected Disclosures policies

Major Council Policy Community Impact Statement

Protected Disclosures Policy

Charter of Human Rights

Council has assessed the policy for compatibility with the Charter of Human Rights and Responsibilities. A report of this assessment is attached.

The policy is considered to be compatible with the Charter of Human Rights.

Consultation

In accordance with Council's Major Council Policy Consultation Local Law, Council will invite submissions from interested parties.

All submissions and any proposed changes will be considered by Council prior to the policy being adopted.

Submissions

Submissions are invited from the community in regards to the policy in accordance with clause 7 of the Major Council Policy Consultation Local Law No. 4 of 2015.

A notice to this effect will be advertised in the Chronicle newspaper, and also on Council's website, indicating that submissions will be received for 28 days.

Persons making submissions can request an opportunity to address Council. A Special Committee of Council has been established to hear submissions on the policy on the Tuesday following the close of submissions.

All submissions will be considered by Council at the Ordinary Meeting of Council scheduled for 15 October 2019.

Part C – Specific Provisions**Objectives**

The objectives have been specified.

Legislative Compliance

Relevant acts have been documented.

Application

The policy applies to all Councillors, staff and Agents of Council



Major Council Policy Human Rights Charter Assessment

Protected Disclosures Policy

As from 1 January 2008 all public authorities (including Councils) are required to act in accordance with the Human Rights Charter, and to consider human rights when making a decision.

The Charter is a law that protects the rights of all people in Victoria. It introduces standards and a framework to assist public authorities to consider the rights of all interested parties, and to be better able to strike a balance between an individual's rights and those of competing public interests.

The rights in the Charter may be subject to reasonable limitations in order to achieve this balance. As with all discerning decision making, if limitations are applied, this must be documented.

There are twenty rights listed in the Charter that promote the principles of freedom, respect, equality and dignity. These are listed at the end of this document.

Section	Rights Impacted Positive	Rights impacted Negative	Justification and alternatives
STATEMENT AND PURPOSE	Nil	Nil	Describes the purpose.
SCOPE	Nil	Nil	Sets out who the policy applies to.
POLICY	Yes	Nil	People are encouraged to make disclosures. The policy sets out equitable and transparent provisions for managing protected disclosures. There are no restrictions on human rights.
ROLES AND RESPONSIBILITIES	Nil	Nil	
BREACHES	Nil	Nil	Outlines the consequences for engaging in improper conduct, or detrimental action which has been proven.
MONITORING AND EVALUATION	Nil	Nil	Provides a timeframe for reviewing the policy.
REFERENCES	Nil	Nil	Identifies related documents.
REVIEW & APPROVAL	Nil	Nil	Specifies when the policy will next be reviewed.

Major Council Policy Human Rights Charter AssessmentProtected Disclosures Policy

Victoria's Charter of Human Rights and Responsibilities

The Charter sets out the rights, freedoms and responsibilities that are shared by all Victorians and protected by law.

The Charter protects the following rights in Victoria:

- Right to be recognised and treated equally before the law;
- Right to life and to not have your life taken without a lawful reason;
- Protection from cruel treatment or punishment, including torture and medical treatment without consent;
- Freedom from forced work or slavery;
- Right to move freely within Victoria, to come into and leave Victoria, and to choose where to live;
- Right to privacy and to protect your reputation;
- Freedom of thought, conscience, religion and belief;
- Right to hold an opinion and freedom of expression;
- Right to gather together, take part in a peaceful demonstration or protest, and to join groups such as political, sport or union groups;
- Protection of families and children;
- Right to take part in public life, including the right to vote;
- Right to enjoy your culture, practise your religion, and speak your language;
- Right not to have your property taken away, unless the law says it can be taken;
- Right not to be arrested or detained unfairly, and right to the security of person, such as protection from harassment and threats in everyday life;
- Right to be treated humanely when arrested or detained ;
- Protection of children in the criminal process;
- Right to a fair hearing ;
- Rights in criminal proceedings including the right to be presumed innocent until proved guilty; and
- Right not to be tried or punished more than once for the same crime.

Major Council Policy National Competition Policy Assessment

Major Council Policy National Competition Policy Assessment

Protected Disclosures Policy

Introduction

A policy must not restrict competition unless it can be demonstrated that:

- The benefits of the restrictions to the community as a whole outweigh the costs; and
- The objectives of the policy can only be achieved by restricting competition.

This report applies the competition test to the Protected Disclosures Policy.

Purpose and Scope

These sections set out the purpose of the policy and who it applies to.

They do not contain any restriction on competition.

Policy

This section sets out the policy settings related to the control of fraud and corrupt conduct within Council.

It does not contain any restriction on competition

Rural City of Wangaratta Marketing Strategy August 2019

Executive Summary

This Marketing Strategy sets out the Rural City of Wangaratta's (RCoW) future direction in the support, curation and delivery of branding and marketing within the municipality. Aligned with the Council Plan and other major strategic projects and initiatives across Council, this strategy provides direction on the brand roll out, integrated multi-channel marketing and communication and expected outcomes.

There are a number of significant challenges facing the municipality which impact attraction of tourism, investment and liveability which the marketing is aimed at mobilising. This strategy intends to address how the Rural City of Wangaratta can achieve its goals and aspirations to drive a consistent and coherent approach to brand and marketing and to capitalise on tourism and economic opportunities. The marketing will also provide benefits to the social, cultural, health and wellbeing of the community.

As part of our role we continually work 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.

To achieve the goal of long term sustainability for the region and strong economic growth, we will use the new brand identity and marketing strategy to focus on delivering outcomes across all areas of our business and the municipality.

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

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.

The Purpose of this Strategy

The purpose of this strategy is to outline how Council will achieve its goals and aspirations in relation to increased investment, liveability, and visitor attraction.

The brand framework and targeted marketing strategy will be utilised across all business units and has been developed to drive a consistent and innovative approach to raising our profile. Achieving such outcomes will enable us to respond to opportunities to promote and position ourselves.

The Rural City of Wangaratta Brand

Our brand is to deliver outcomes across all areas of our business. Our brand underpins our identity, and is integral to our local, regional and national recognition. We want to be noticed, to generate conversations, excite the curious, and give confidence to those that are looking to invest.

Brand Essence

We are the Rural City of Wangaratta - 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 significant 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 agriculture industry.

Our community is a hub for recreational, commercial and education, 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.

Our Core Brand Values

- Connected
- Innovative
- Pioneering
- Deliberate
- Ambitious

Branding and Marketing Project Objectives

Our municipality currently experiences below state average population growth 0.7% vs 1.9%, (2016 Census) coupled with an aging population which in time will require a replacement workforce. There are also many employers and local businesses facing growth challenges due to staff attraction and staff retention. Whilst we aren't alone with these challenges, we do recognise that without population growth and development, we will have no economic growth and in time face the prospect of an economic decline.

In order for our industry and community to thrive and prosper into the future our key brand objectives are;

- Positioning Wangaratta as a modern rural city
- Reflecting Council's vision for the future
- Facilitating the promotion of the Rural City of Wangaratta's many unique offerings
- Instilling pride and belonging with our local residents

Strategic Marketing Focus

To support the overarching Council goals and brand objectives, marketing activity will be targeted and integrated across owned, earned and paid communication channels with key objectives being;

- Objective 1: Reposition the RCoW brand through the adopted brand direction
- Objective 2: Generate awareness of RCoW as an attractive regional tourist destination
- Objective 3: Target and attract new businesses to invest in RCoW
- Objective 4: Promote RCoW for residential investment and relocation to the area

Measuring Success:

Progress against this plan will be assessed through the established benchmarks and targets for the three segments including Visit, Build and Stay. In year one of the strategy, visit and build will be the key focus segments.

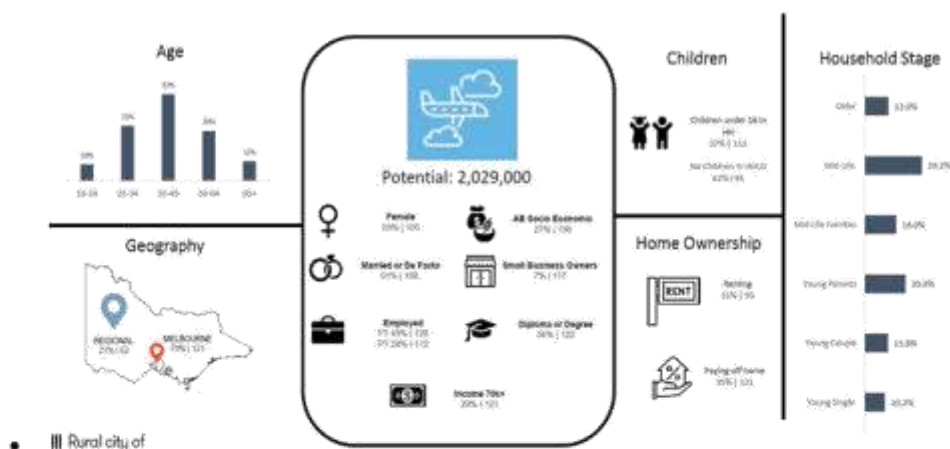
Segment	Benchmark	KPI	Target
VISIT	<ul style="list-style-type: none"> • Current overnight stays • Current overnight spend per stay • Current domestic visitation. 	<ul style="list-style-type: none"> • To increase overnight stays • To increase overnight spend • To increase domestic day visitation. 	<ul style="list-style-type: none"> • Increase the growth rate of overnight stays annually by 5%, from 737 nights to 774 nights. <i>Data Source: 2017 Tourism Research Australia Data.</i>
INVEST	<ul style="list-style-type: none"> • Increase in current Gross Regional Product (GRP) • Increase in Regional Exports 	<ul style="list-style-type: none"> • Targeting new businesses • Reinvestment and development of current businesses 	<ul style="list-style-type: none"> • Increase GRP annually by 7% (\$123m) from \$1.765b to \$1.88b • Increase Regional Exports annually by 3% (\$31million), from \$1.046b to \$1.078b. <i>Data Source: REMPLAN</i>
STAY	<ul style="list-style-type: none"> • Increase in population • Change in demographics 	<ul style="list-style-type: none"> • Increase population growth rate 	<ul style="list-style-type: none"> • Increase population growth annually by 1.2% (340 people) from 28,310 to 28,650 people. <i>Data Source: 2016 Census Data.</i>

Target Audiences:

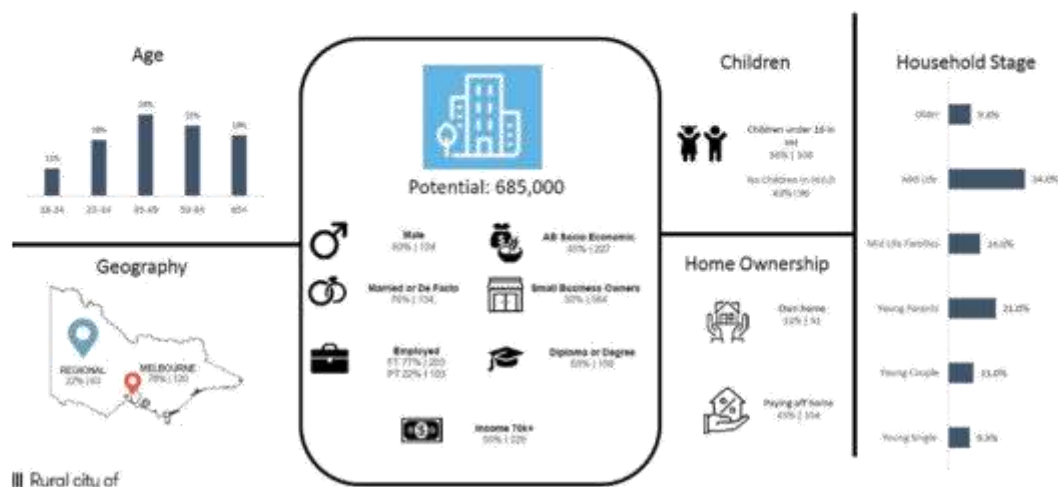
There are three key audiences in order of priority.

1. Visit

- Engaging tourists across Victoria with a focus on metro (Melbourne) and Wangaratta nearby surrounding areas.
- Target Age: 25-40 years old.
- Potential Size of this target audience based on the above is approx. 2 million people.
- Profile of this audience per infographic below.

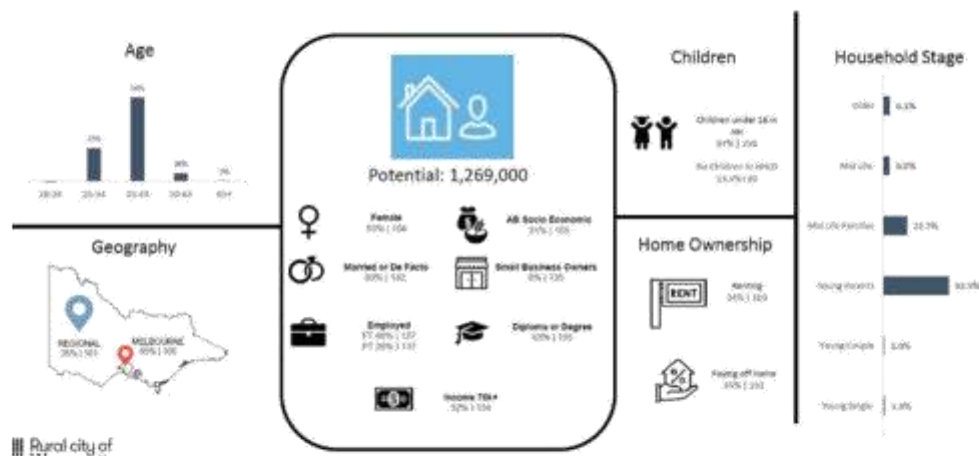
**2. Build**

- Attracting businesses of all sizes across Victoria or nearby interstate to relocate or invest in setting up their businesses in the Wangaratta region;
- Target Group: 25-49 years old.
- Potential Size of this target audience is 685k people.
- Detailed profile per info graphic below;



3. Stay

- Young families across Victoria looking to relocate to for the rural change.
- Target age group: 25-49 years old.
- Potential size of this target audience approximately 1.2m people.
- Detailed profile per info graphic below;



Our Objectives and Actions

Objective 1: Reposition the RCoW brand and identity

Context: Collectively, our organisation and municipality has been facing long term underperformance in positioning and marketing our offer to potential new investors, businesses, residents and visitors. We have lacked a coherent message, a strong identity and clear sense and communication of purpose.

Aspirations:

Council's long term aspirations for this objective are that;

- Our community has an improved sense of pride and are inspired about the future of their region.
- Victorians will have a greater awareness of the many unique offerings of the Rural City of Wangaratta.
- 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.

Strategic Actions:

The most important actions that Council will undertake to achieve this objective are to;

- Develop a communications style guide and content plan outlining channel purpose and objective to maximise engagement outcomes.
- Develop an advertising communications campaign that celebrates the 'Rural City of' and accurately reflects the municipality to instil pride of our local residents while building an emotional connection with target audiences outside of the municipality.
- Engage an external PR agency to mobilise change and engagement with targeted audiences and to positively position RCoW with a focus on engaging business and investment focussed media and key influencers (Subject to the above channel plan).
- Strategic and staged corporate brand roll out including development of corporate event/activation collateral and building and municipality wide signage.
- Seek and promote initiatives and partnerships that support stronger pride in our community.
- Expand our portfolio of showcase major events that help to make our region a great place to live and visit by bringing communities together, providing entertainment, and celebrating our heritage and special interests.
- Provide ongoing opportunities for community engagement for marketing campaign and asset development.
- Report quarterly on campaign results and undertake annual research to determine impact and return on marketing investment.

Objective 2: Generate awareness of Wangaratta as an attractive regional tourist destination

Context: The Rural City of Wangaratta is in the Hume Region of Victoria and borders a number of high functioning and brand aware cities. Recent consumer research undertaken by RCoW and also further supported by 3 years of consumer segmentation research undertaken by Tourism Northeast identified that the primary tourism issue facing our region is lack of awareness. Realising such challenge will require the collective efforts of the entire region, including ongoing investment in infrastructure, product development and marketing campaigns of scale to see our true potential realised.

Aspirations:

Council's long term aspirations for this objective are that;

- Curious and willing explorers see Wangaratta as a regional destination where they can experience an authentic and natural Victorian experience enjoying its natural beauty and many unique offerings.
- Our tourism industry is promoted, valued and vibrant.

Strategic Actions:

The most important actions that Council will undertake to achieve this objective are to;

- Develop a mass marketing advertising campaign utilising the 'Rural City of' communications system to strategically engage and mobilise the targeted audiences and increase brand and region awareness.
- Develop an integrated media strategy as recommended by appointed media strategist that identifies audience consumption trends that are used to inform a meaningful media buy.
- Development of a cultural and heritage program to meaningfully represent our cultural heritage and story.
- An innovative and flexible visitor services that responds to the changing tourist expectations and travel trends supported by new marketing collateral and rebranded digital communications (for example Visit Wangaratta website and social channels).
- An updated content library and commitment to ongoing updates to ensure content is relevant, fresh, and engaging including photography and video assets.
- Utilise SEO and Search marketing tactics to maximise reach and engagement outcomes.
- Advocacy for raising awareness for financial and political support in order 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.
- Promotion of our regional cycle tourism for the benefit of our community and the local economy.
- Development of a King Valley specific marketing plan to position the King Valley as a united, prosecco-centric, must-stop destination.

Objective 3: Target and attract new businesses to invest in RCoW

Context: We are committed to making working with us easier, ensuring that new businesses and businesses reinvesting have the support to grow their business. Wangaratta's competitive business environment, accessibility to transport, proposed new infrastructure, land development, workforce and idyllic lifestyle offers an idyllic conditions that will assist business and industry growth.

Aspirations:

- Our municipality offers it all – it's connected, natural and contemporary and it's a place where good things grow including families, community, product and business.
- Ambitious people eager to start new see Wangaratta and region as a growth region offering the best investment opportunity because of its strategic position among pristine natural areas, its established infrastructure and amenities, growing population and affordability.
- Our economy and community are growing because we offer exciting opportunities and potential. We have a strong economic development strategy and continue to attract and support new businesses, residents and visitors to the region.
- Reinvestment and development of current businesses.

Strategy Actions:

The most important actions that Council must take to achieve this objective are to;

- Develop a new bespoke 'Invest Wangaratta' webpage centralising business related resources outlining how easy and attractive it is to do business in RCoW. This will be further supported by the Business Concierge and Assistance Service.
- We will facilitate residential and commercial land opportunities to create neighbourhoods and industries that enable population growth
- Develop new marketing and trade activation materials to facilitate new partnerships and collaborations with a range of enterprises, government agencies and private entrepreneurial organisations.
- Execution of the aerodrome plan which includes improved facilities and infrastructure providing greater commercial businesses to be established whilst also providing for leisure flight activities.
- Supporting activities with North East Health and other major employers in RCoW.
- Provides support, advocacy and collaboration to our local producers and agribusiness suppliers through a range of industry based programs, and by building relationships with key industry bodies, and with State and Federal agencies.
- Ongoing progression of the Industrial Land Strategy as well as further review and development of the demand for industrial and commercial land.

Objective 4: Promote RCoW for residential investment and relocation to the area

Context: Being a hub for manufacturing and textile innovation at the base of the alpine region and on the Melbourne Sydney transport corridor RCoW offers affordable housing, strong job prospects, access to health and education services, and an unbeatable lifestyle.

Aspirations:

- Young professionals and families who are looking for a change see RCoW as an exciting regional destination which gives them the freedom to create a wholesome modern life because it's a growing municipality with strong job and business opportunities. The region is surrounded by beautiful natural areas and housing is affordable.
- RCoW is a thriving regional centre, renowned for its high-standard housing, employment, retail businesses, industry, sports and recreation, culture and tourism.
- 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.
- There is a diversity of housing options, including inner-city apartments.

Strategy Actions:

The most important actions that Council must take to achieve this objective are to;

- Develop new marketing assets including municipality wide (rural and urban) signage that promotes the unique characteristics and position of the municipality.
- Develop a new resident's pack and relocation assistance support program.
- Engage an external PR agency to mobilise change and engagement with the identified Build target audience to positively profile RCoW with a focus on engaging business and investment focussed media.
- Focussed efforts on Wangaratta's CBD to establish it as a regional business and retail centre ensuring our city centre offering is unique, diverse and active.
- To ensure we have sufficient available and serviced industrial land to attract new businesses and advance employment opportunities
- An active freight plan that positions our city as a major commercial and industrial centre whilst protecting our neighbourhoods and environment.
- Ensuring there are quality and accessible pathways, cycling and walking tracks that build local and regional connections.
- Timely and appropriate infrastructure to support our growth areas
- Continued commitment for education expansion within the municipality

Roles of Communications

Visit

Objective	Increase awareness, consideration and Conversion of RCoW as a tourism destination (communicating varied and unique offerings)	
Strategic Platform	Where good things grow.	
Roles of Comms	Awareness and Consideration (Inspiration)	Conversion (Desire into action)
Key Message	Wangaratta offers an authentic and national experience.	Wangaratta is a beautiful and well established centre that sits within a network of national parks and fine produce regions.
Desired Behaviour	See: Wangaratta is a great destination. Think: I want to visit Wangaratta and its surrounds.	Feel: Wangaratta is a destination for me. Do: Book and visit Wangaratta.
Owned Channels	Visitwangaratta.com.au @visitwangaratta (Instagram + Facebook)	Visitwangaratta.com.au @visitwangaratta (Instagram + Facebook) Flyers/Events/Visitor Info Centre.
Paid Channels	Above The Line Media (ATL) – Outdoor, Paid, Social, Search Engine Marketing (SEM)	Content via PR (Images, press, TV programs, influencers)
Comms Metrics	Saliency Brand Health – awareness and consideration	Engagement, shares, create.

Build

Objective	Increase awareness, consideration and Conversion of RCoW business and investment opportunities (communicating lifestyle and ROI)	
Strategic Platform	Where good things grow.	
Roles of Comms	Awareness	Active Consideration
Key Message	Wangaratta is a regional growth destination.	Wangaratta is relevant destination for my business.
Desired Behaviour	See: Wangaratta is a growth destination. Think: Wangaratta offers investment opportunities.	Do: Investigate opportunities for investment.
Owned Channels	Search Engine Marketing, Investment Attraction, PR (content, trade marketing)	Investwangaratta.com.au Secondary: Wangaratta.vic.gov.au Visitwangaratta.com.au

Paid Channels	Above The Line (ATL) i.e. high impact/mass marketing. Investment – Outdoor, Paid, Social, Search Engine Marketing (SEM)	Search Engine Marketing (SEM) , Investment, Attraction, PR (Content, trade marketing) Paid media (print/digital).
Comms Metrics	Saliency Brand Health - awareness	Engagement, shares. Brand Health - Consideration

Paid Channels: Media and PR**Note- still to be finalised post adoption of brand strategy.**

	VISIT	BUILD	STAY
Media	<p>Outdoor – Driving awareness of RCOW Tourism offerings (launch new brand positioning)</p> <p>Metro and suburban Melbourne. Small and large billboard formats (majority digital)</p> <p>Paid Social – Driving awareness and extending reach. By pushing out content across Instagram and Facebook to defined audience groups (content could include influencers).</p>	<p>No Above The Line (ATL) i.e high impact/mass marketing.</p> <p>Investment – although expect halo effect from Tourism outdoor activity.</p>	<p>No ATL Investment i.e. high impact/mass marketing– although expect halo effect from Tourism outdoor activity.</p>
	Search Engine Marketing – Gaining traffic and visibility for visitwangeratta.com.au and investwangeratta.com.au		
PR	Communicating varied and unique offerings of RCOW Tourism offering and potential inclusion of influencers.	Investment Attraction: promoting Wangaratta's strengths in identified industries.	Lifestyle Attraction: promoting Wangaratta's strengths in family lifestyle.

Budget:

	18/19	19/20
Brand		
Brand Identity + Brand Strategy + Research	131,000	
Additional Research	8500	
Brand style guide		
Advertising		300,000
Campaign Development		
Editing and Production of Ad Assets		
Media Strategy	7300	
Sub Total	139,500	300,000
Marketing + Communications		
Image library Update		20,000
Tourism Marketing Campaign		60,000
Trade Event Activation		50,000
Content Creation - Social Media		20,000
Communication Style Guide		10,000
PR Agency Engagement		60,000
Digital Communications - websites		100,000
Content Creation - video		75,000
Research + Campaign Evaluation		25,000
Brand Roll Out		
Corporate Collateral		100,000
Municipality Entry signage		
Council Building Signage		
CBD Directional Signage - Parking		300,000
Sub Total	0	800,000
TOTAL SPEND	139,500	1,100,000

* Costs TBC upon finalisation of brand strategy.



RURAL CITY OF
WANGARATTA

Bridges Asset Management Plan


Document Control		<div>Asset Management Plan</div> <div> IPWEA <small>INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA</small></div> <div></div>			
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1 EXECUTIVE SUMMARY

1.1 THE PURPOSE OF THE PLAN

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner. The purpose of this Bridge Asset Management Plan (BrAMP) is to assist with decision-making about Council's existing bridge infrastructure, to present asset information, and to predict the financial requirements of long-term renewal of these bridge assets.

This asset management plan details Council's strategic approach to balancing the community's desired level of service with Council's capacity to provide the service, in the most cost effective manner, while outlining the associated risks. The plan defines the services to be provided, how they are provided and what funds are required to provide them over a 20-year planning period.

1.2 ASSET DESCRIPTION

The assets considered in this BrAMP both support the road network for which Council is the Responsible Road Authority (RMA) as well as pedestrian traffic on footbridges and shared paths. It should be noted that Council is not responsible for the inspection and maintenance all bridge assets within the shire, as many are managed by other authorities such as VicRoads, Parks Victoria and the Department of Environment, Land Water and Planning (DELWP).

Council has a shared responsibility for assets at the border of our municipality. Boundary agreements with other councils outlines the responsible road authority, but regardless of the nominated responsible road authority Council has a shared responsibility to fund renewal of these assets.

Asset types governed by the BrAMP are:

The Bridges network, comprising:

- Road Bridges
- Major Culverts
- Footbridges

Excluded from this plan are:

- Minor Culverts
- Boardwalks

The bridge and culvert network is a considerable investment that has been built-up over many years and presents a significant commitment to fund its maintenance and eventual renewal as assets reach the end of their useful lives. These infrastructure assets have significant value estimated at **\$88,827,000**.

23 Bridge structures have been identified, mainly along the Rail Trail, which have a status of 'Not Commissioned' in Tech1. These structures currently have no replacement cost associated with them and are therefore not included in this AMP as replacement cost is a mandatory field for the modelling to run. Many of these are significant structures, are very old (constructed in the 1870's) and may have some heritage significance. While Council does not own these structures, it has accepted responsibility for the inspection, maintenance and renewal of them. It may be prudent for Council to review its responsibilities under the committee of management delegation to confirm its financial obligations with regards to future funding of renewal and replacement.

1.3 LEVELS OF SERVICE

The BrAMP levels of service give due regard to the strategic goals and objectives in the Council Plan and current understanding of the community's desired service levels. Future iterations of this Plan will be tested and amended in line with service levels agreed upon through community consultation.

It is always a challenge to strike a balance between the needs and desires of the community and what can realistically be achieved. Council however, has been providing a bridge network for many years and officers have developed current service provision levels over time to best match the perceived community desires, constrained by resources.

Our present funding levels are sufficient to continue to provide existing services at current levels in the medium term, however in the longer term (20yrs) renewal of assets falls behind consumption based on current levels of depreciation.

The main service consequences are:

- Deterioration of driveability thereby increasing the likelihood of road accidents, claims against Council and reputational damage.
- Reduced structural capacity, leading to load limits restricting freight capacity
- Structural failures may result in bridge closures, meaning increased travel times and the risk of isolating communities

1.4 FUTURE DEMAND

While no bridge specific demand forecasting has been undertaken in order to determine the future demand on Council's Bridge and Culvert network, it is recognised that continuing moderate growth in population and the increased use of higher productivity freight vehicles, with their associated higher axle loadings, will increase demands on existing structures.

The Australian Bureau of Statistics 2016 census indicated RCoW had a population of 28,310. The trend as derived from historical population figures shows an underlying growth figure of 0.7% per annum. This suggests that the RCoW population in 2028 may reach 30,720.

Other demands for new services are created by:

- Changing Demographics
- Climate Change
- Weather events
- Legislative changes
- Changes in design standards/codes
- Community expectations of higher service levels

These demands will be managed through a combination of managing existing assets, upgrading of existing assets, provision of new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures through;

- Regulating asset use
- Investigating alternative solutions
- Behaviour modification

At this stage the projected moderate increase in demand does not necessitate the construction of any new assets by Council. Creation of new assets is only envisaged through development contributions.

1.5 LIFECYCLE MANAGEMENT PLAN

WHAT DOES IT COST?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is \$223,400 on average per year.

1.6 FINANCIAL SUMMARY

WHAT WE WILL DO

Estimated available funding for this period is \$515,300 on average per year as per the long term financial plan or budget forecast. This is 237% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and the consequent risks, so that decision making is "informed".

PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected and Budget Expenditure for (Bridges_S1_V4)

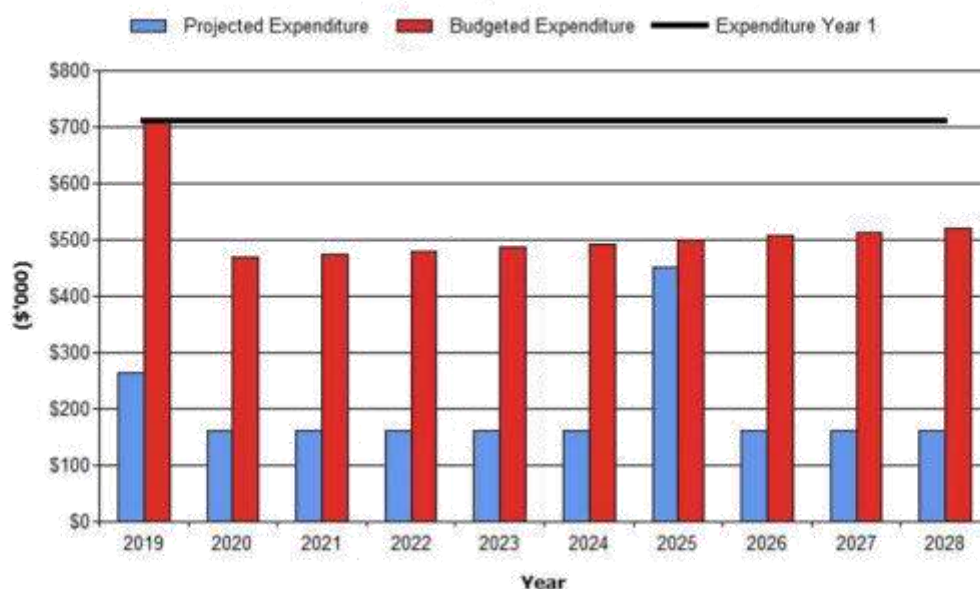


Figure Values are in current (real) dollars.

We plan to provide Bridge Asset Management services for the following:

- Operation, maintenance, renewal and upgrade of Road Bridges, Major Culverts and Footbridges to meet service levels set in annual budgets.

WHAT WE CANNOT DO

Council is not responsible for upgrading the existing network where the pre-existing conditions were the acceptable standard for the time of construction and are within design capacity.

The axle loads of modern day vehicles have increased compared to 60 years ago, when most Council bridge and culvert assets were originally constructed. If no strengthening works are undertaken and structural capacity remains as per original design, load limits may need to be implemented on some structures, which will hold the level of service constant against a backdrop of community desire to have increased load capacity (level of service).

We currently allocate sufficient funding to sustain these services at the desired standard or to provide all new services being sought. Our present funding levels are sufficient to continue to manage risks in the medium term.

Managing the Risks

Our present funding levels are sufficient to continue to manage risks in the medium term. However, should funding levels be reduced the main risk consequences are:

- Impaired driveability due to structural deterioration
- Imposition of load limits
- Road accidents resulting in loss of life and/or damage to property

We will endeavour to manage these risks within available funding by:

- Conducting regular condition audits and site inspections to determine the remaining useful life of assets and maintenance requirements. This includes adherence to Australian Standards and best practice notes as produced by IPWEA;
- Continued effort to rationalise collected data and improved processes to ensure data completeness and accuracy;
- Improved training and education of staff to increase awareness and adherence with associated standards, and;
- Request funding for renewals as required and to monitor trends of maintenance requirements and techniques.

1.7 Asset Management Practices

Our systems to manage assets include:

- TechnologyOne

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

2. INTRODUCTION

2.1 BACKGROUND

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The asset management plan is to be read in conjunction with the Rural City of Wangaratta planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Other related Asset Management Plans
- Road Management Plan
- Long Term Financial Plan
- Road Hierarchy
- Council Plan 2017-21

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide connectivity across the municipality, specifically vehicular, pedestrian and other access over waterways, roads, railways or similar.

TABLE 2.1: ASSETS COVERED BY THIS PLAN

Asset Category	Number	Replacement Value (\$000)
Road Bridges	155	\$61,973
Major Culverts	171	\$20,982
Footbridges	47	\$5,872
TOTAL	402	\$88,827

2.2 GOALS AND OBJECTIVES OF ASSET OWNERSHIP

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term, that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

This asset management plan is prepared under the direction of the [Entity] vision, mission, goals and objectives.

Our vision is:

Rural City of Wangaratta – Feels Like Home

Relevant goals and objectives and how these are addressed in this asset management plan are:

TABLE 2.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS PLAN

Goal	Objective	How Goal and Objectives are addressed in AM Plan
We Are Sustainable	To be economically and environmentally sustainable	Our team will make the best and most efficient use of Council's resources. Our buildings, facilities and assets will be utilised in an efficient and equitable way. Our legislative, governance and compliance requirements will be met. Asset management systems are maintained Our protection of the environment underpins our development, projects and decisions. Our community and recreation facilities are well maintained.
We are established	To create and maintain the facilities and assets that make our Community a safe, connected and enjoyable place to live.	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 defect rectification. Our infrastructure provides community links to recreational, business, services, social and cultural spaces.

The Rural City of Wangaratta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

2.3 CORE AND ADVANCED ASSET MANAGEMENT

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual³. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

² ISO 55000 Overview, principles and terminology

³ IPWEA, 2015, IIMM.

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

TABLE 3.1: COMMUNITY SATISFACTION SURVEY LEVELS

Performance Measure	2018		2017	
	Performance Score	Importance	Performance Score	Importance
Condition of Sealed Local Roads	56	80	56	77
Condition of Unsealed Roads	46	80	46	77

*As satisfaction with bridges was not surveyed the results for roads (of which bridges form a part) is shown here

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

3.2 LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include:

TABLE 3.2: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
<i>Local Government Act 1989</i> (Vic)	Sets out role, purpose, responsibilities and powers of local governments including the requirement to prepare a long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
<i>Road Management Act 2004</i> (Vic)	Impacts on road and traffic management considerations.
<i>Road Management (General) Regulations 2016</i>	Prescribes certain matters that must be recorded on a Register of Public Roads and provides for the protection of roads and property.
<i>Road Management Act 2004 Code of Practice - Operational</i>	Provides guidance on how operational responsibility for elements of the road reserve is assigned to various road authorities.
<i>Disability Discrimination Act 1992</i> (Vic)	To plan, provide and redevelop infrastructure, so that it is accessible to persons with a disability as defined under the act.
<i>Occupational Health and Safety Act 2004</i> (Vic)	Sets out the roles and responsibilities to ensure the health, safety and welfare of persons at work.
<i>Transport Integration Act 2010</i> (Vic)	Integrates the legislation contained within: Transport (Compliance and Miscellaneous) Act 1983; Road Management Act 2004 and; Road Safety Act 1986 Includes references to the provision and maintenance of community transport infrastructure in the municipal district.
<i>Road Safety Act 1986</i> (Vic)	Sets out the general obligations of road users in relation to responsible road use in order to provide for safe, efficient and equitable road access.

3.3 CUSTOMER LEVELS OF SERVICE

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

QUALITY How good is the service ... *what is the condition or quality of the service?*

FUNCTION Is it suitable for its intended purpose *Is it the right service?*

CAPACITY/USE Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational/Organizational measures provide a balance in comparison to the customer perception that may be more subjective.

TABLE 3.3: CUSTOMER LEVEL OF SERVICE

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective: Provide community connectivity				
Quality	Bridges are free from obstructions and hazards	100% of structures undergo annual Level 1 defect inspections	All structures inspected	Unchanged
	Bridges are accessible and safe to use			
	Bridges and approaches provide good ride quality			
	Confidence levels		High (Derived from Lvl 1 inspection reports)	Medium (professional judgement, financial forecasts)
Function	Year round availability	% of structures above 20yr AEP	Not currently measured	100% of road structures above the 20% Annual Exceedance Probability. 100% of critical assets above the 1% AEP, except for where heritage status is the only driver for criticality.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
	Minimised fall risk on pedestrian footbridges	100% of structures undergo annual Level 1 defect inspections. All structures deemed to have adequate fall protection.	All structures inspected, all have appropriate fall protection	Unchanged
	Confidence levels		High	Medium
Capacity and Use	Bridge structures meet the load requirements of all users	>90% of structures have no load limit	94%	>95%
	Confidence levels		High	Medium

3.4 TECHNICAL LEVELS OF SERVICE

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.⁴

Table 3.5 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

TABLE 3.4: TECHNICAL LEVELS OF SERVICE

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
TECHNICAL LEVELS OF SERVICE				

⁴ IPWEA, 2015, IIMM, p 2|28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Operations	Bridges are safe and operational	Level 1 Inspections	Annual	Annual
		Level 2 Inspections	5 Yearly	3 Yearly
		Level 3 Inspections	Only as needed (e.g. after flood event)	Only as needed (e.g. after flood event)
		Total Ops Budget	\$73,000	\$73,000
Maintenance	Maintain bridges to ensure full serviceable life	Undertake maintenance as identified from inspections	100% of maintenance undertaken	100% undertaken
		Total Maint Budget	\$89,000	\$89,000
Renewal	Bridges to be renewed at end of life	Renewal undertaken when identified from Level 2 inspections	1 structure at Level 5 condition rating	No structures at Level 5 condition rating
		Total Renewal Budget	\$445,000	\$445,000
Upgrade/New	Only undertaken when required to remove load limit or increase waterway capacity	Not currently defined	Not currently defined	Not currently defined

Note: * Current activities and costs (currently funded)

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded)

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4. FUTURE DEMAND

4.1 DEMAND DRIVERS

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 DEMAND FORECASTS

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

4.3 DEMAND IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

TABLE 4.3: DEMAND DRIVERS, PROJECTIONS AND IMPACT ON SERVICES

Demand drivers	Present position	Projection	Impact on services
Population Growth 2016 – 2028	28,310*	33,220	Moderate demand for increased and improved services
Ageing population	23% aged 65 and over	Expected to increase over the plan period	May result in an increased demand on footbridges on the pathway network.
Increased freight kilometres travelled and the use of Higher Productivity Vehicles	The Wangaratta region currently experiences significant levels of freight traffic. Nationally, 'Rest of State' (i.e. excl. Capital Cities and Interstate freight movement) has increased 60%** in the period 2000 - 2017.	Estimates for the period 2018 – 2030 indicate this figure will increase a further 20%**. Over this same period freight operators will continue to update their fleet with Higher Productivity Vehicles with higher axle loadings	The projected increase in freight volumes and the move to vehicles with higher axle loadings will put Council's bridge infrastructure under pressure and may result in shorter useful lives.
Climate Change	Climate change will see an increase risk of extreme weather events including storm events, flooding, sea level rise and fire events	It is expected that climate change will intensify in the medium to long term resulting in an increased number of extreme weather events	There will be an increase of structural damage caused by extreme events and an increase in deterioration rates of the network
Changes to Design Standard/Codes	RCoW currently constructs and maintains its infrastructure assets in accordance with all adopted standards.	It is expected that ongoing changes and developments in standards will result in higher construction and maintenance costs	As changes occur RCoW may need to re-appraise unit costs to ensure budgets are sufficient to meet adopted standards.
Vehicle automation	There is currently little to no use of vehicle automation on the road network across the municipality	It is expected that by 2050 automated vehicles may account for a significant proportion of the traffic across the network	This may require upgrades to existing infrastructure to accommodate autonomous vehicles

* Source - 2016 Census ABS

**High Scenario Population Forecast, Population and Housing Strategy 2013, Aurecon & SGS Economics and Planning

4.4 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Council does not have a formal Demand Management Plan, as more data on demographics needs to be collected to review the impacts and pressures of population growth on its Bridge and Culvert network. Like most rural towns, the low population outside the towns and the distances does not lend itself to easily implementing/supporting these mode shift options.

This BrAMP is not designed to articulate Council's transport strategy, however it includes consideration where appropriate such as:

- Improvement/widening of existing bridge and culvert assets as opposed to constructing new assets;
- Incorporating and accommodating bicycle and public transport as priority in all renewal designs and upgrades as resources allow.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

TABLE 4.4: DEMAND MANAGEMENT PLAN SUMMARY

Demand Driver	Impact on Services	Demand Management Plan
Population growth	An increased load on bridge, pathway and culvert assets will be expected, proportional to population growth	Monitor population growth through census data and traffic counts and use as input into developing future works programs
Aging population	The overall increase in growth will see an increase in usage on all asset types. An increase in the elderly population may also increase demand on the pathway network (including footbridges)	Monitor population growth with a focus on age trends through census data. Ensure all new works are undertaken in accordance with DDA requirements to allow for usage by all abilities
Increased freight traffic	Bridge and major culvert infrastructure will be exposed to greater heavy vehicle usage, resulting in accelerated deterioration of the network	Develop designated freight networks utilising the National Heavy Vehicle Regulator (NHVR) and encourage freight to arterial roads where possible. Monitor through NHVR database and continued traffic counts. Collaboration with State Authorities to focus future planning needs
Increased freight loads	Bridge and major culvert infrastructure will be exposed to greater heavy vehicle loads, resulting in accelerated deterioration of the network	Develop designated freight networks utilising the National Heavy Vehicle Regulator (NHVR) and encourage freight to arterial roads where possible. Monitor through NHVR database and continued traffic counts. Ensure upgrade and new works consider potential for increased load limits
Climate change	There will be an increase of structural damage caused by extreme events and an increase in deterioration rates of the network	Utilise the City's Climate Change Adaption Toolkit
Vehicle automation	This may require upgrades to existing infrastructure to accommodate autonomous vehicles	Monitor ongoing developments in this area and identify opportunities for Council to respond to changes as and where necessary

Demand Driver	Impact on Services	Demand Management Plan
Increasing costs	Increases in costs (maintenance, renewal, upgrade and new) will adversely impact the City's operating and capital expenditure	Conduct revaluation of bridge and associated assets as soon as is practical and on an ongoing basis. Review unit rates on an annual basis, including benchmarking, previous works programs reviews and industry reviews.

4.5 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional asset is shown in Figure 1.

FIGURE 1: UPGRADE AND NEW ASSETS TO MEET DEMAND – (CUMULATIVE)

Wangaratta Rural CC - Projected Capital Upgrade/New Expenditure (Bridges_S1_V3)

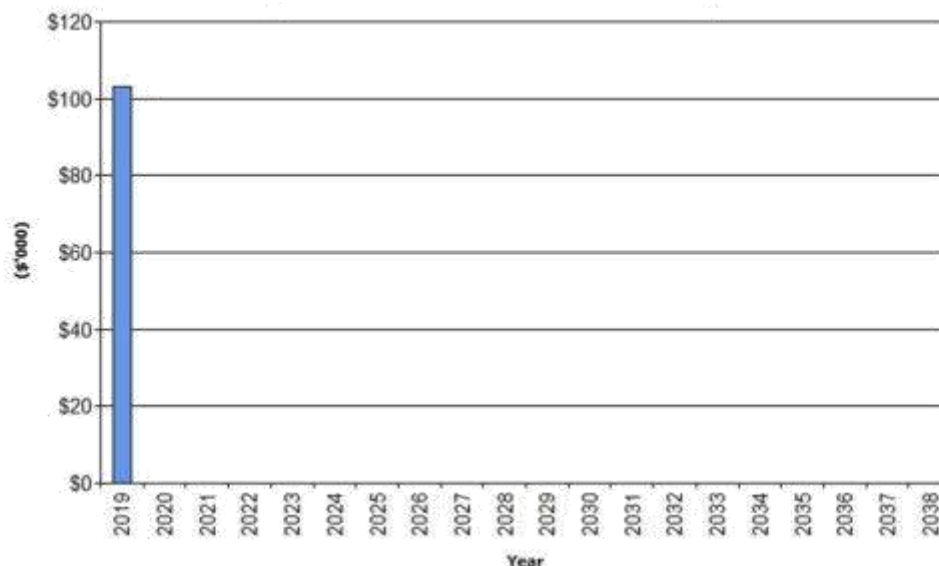


Figure Values are in current (real) dollars.

Acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial plan further in Section 5.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Rural City of Wangaratta plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 BACKGROUND DATA

5.1.1 PHYSICAL PARAMETERS

The assets covered by this asset management plan are shown in Table 2.1 and include Road Bridges, major Culverts and Footbridges.

The age profile of the assets included in this AM Plan are shown in Figure 2.

Figure 2: Asset Age Profile

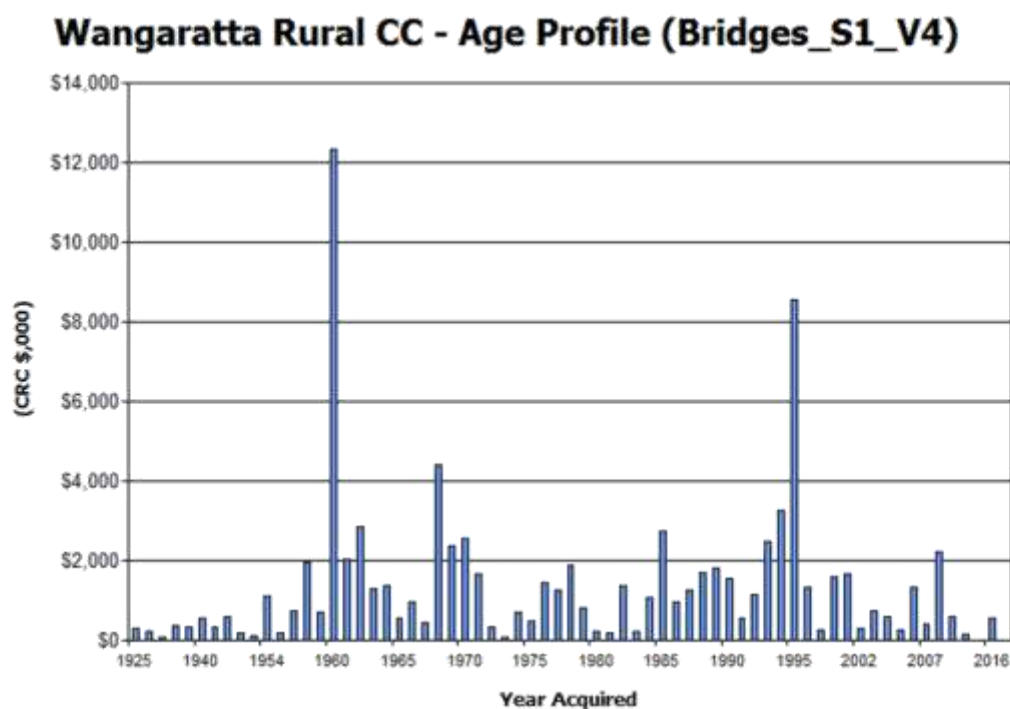


Figure Values are in current (real) dollars. Spikes in bridge construction during 1960 and 1995, shown in the above chart, are actually a result of bridges of unknown construction date being assigned these years, therefore the actual age profile is likely to be more evenly spread than the chart indicates.

5.1.2 ASSET CAPACITY AND PERFORMANCE

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

TABLE 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Asset Number	Location	Service Deficiency
BR000317	Developmental Road Bridge	Replacement of old, unsound concrete bridge
BR000264	Kays Rd Bridge	Replacement of structure washed away in flood event
BR000318	Detour Rd Bridge	Replacement of old, unsound concrete bridge
BR000089	Northey's Lane Bridge	Renewal of aged, fire damaged abutments

*The above service deficiencies were identified from CAMMS project

5.1.3 ASSET CONDITION

Condition is monitored through the ongoing regular Level 1 and Level 2 inspection program.

The condition profile of our assets is shown in Figure 3.

FIG 3: ASSET CONDITION PROFILE

Wangaratta Rural CC - Condition Profile (Bridges_S1_V3)

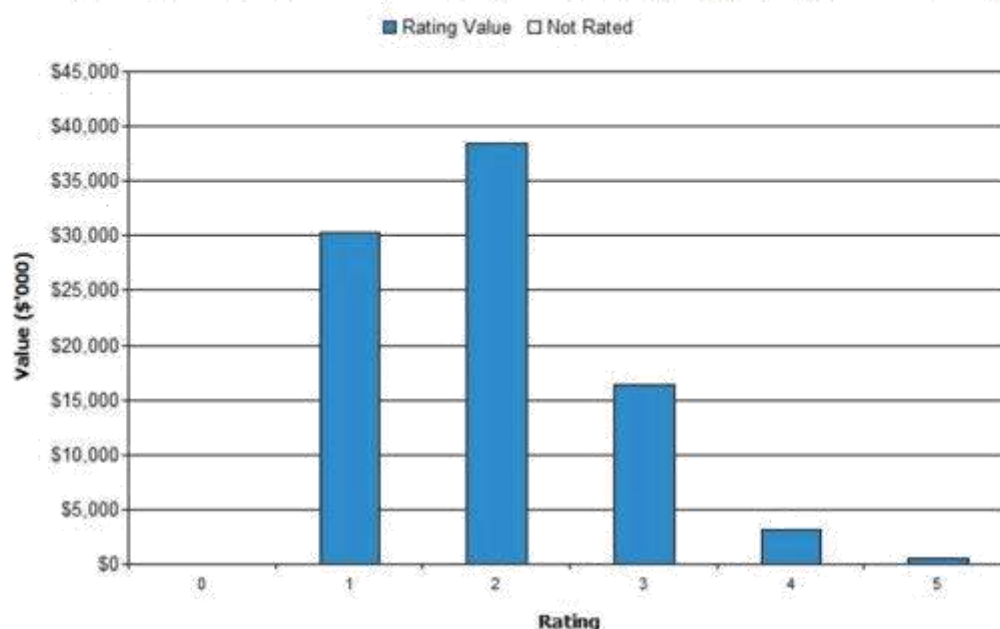


Figure Values are in current (real) dollars.

Condition is measured using a 1 – 5 grading system⁵ as detailed in Table 5.1.3.

⁵ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

TABLE 5.1.3: SIMPLE CONDITION GRADING MODEL

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

5.2 OPERATIONS AND MAINTENANCE PLAN

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, street sweeping, utilities costs and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. road patching.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

TABLE 5.2.1: MAINTENANCE EXPENDITURE TRENDS

Year	Maintenance Budget \$
2019	\$89,000
2020	\$89,000
2021	\$89,000

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

SUMMARY OF FUTURE OPERATIONS AND MAINTENANCE EXPENDITURES

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2019 dollar values (i.e. real values).

FIGURE 4: PROJECTED OPERATIONS AND MAINTENANCE EXPENDITURE

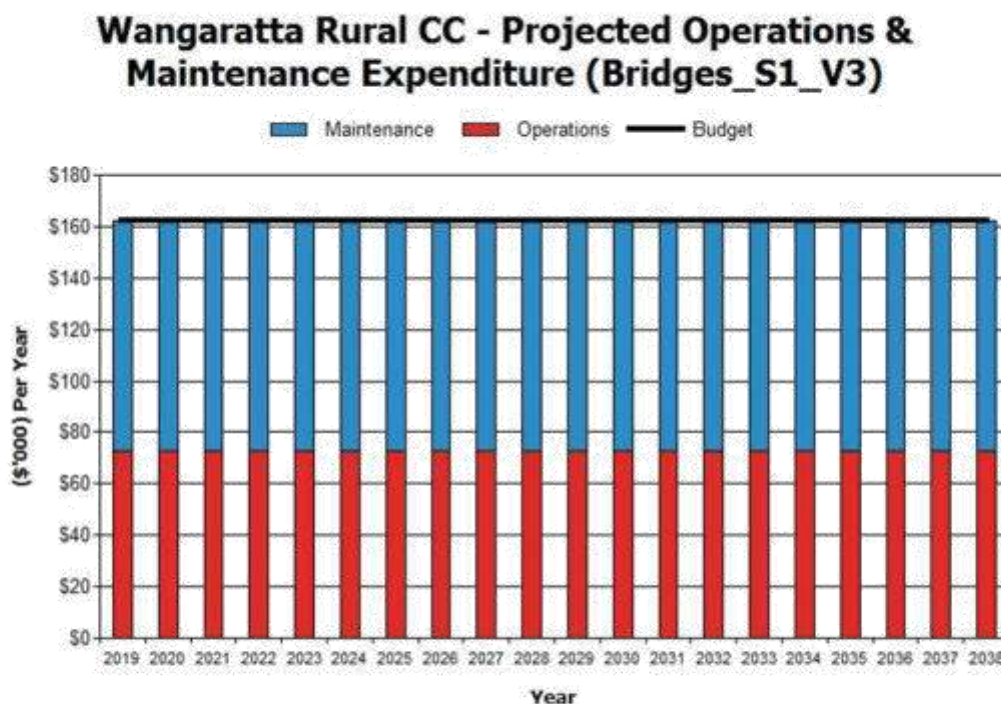


Figure Values are in current (real) dollars.

As there are currently no new bridge structures planned for construction the operations and maintenance budget, in real terms, remains static over the plan period.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.3 RENEWAL/REPLACEMENT PLAN

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 is used for this asset management plan.

5.3.1 RENEWAL RANKING CRITERIA

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).⁶

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁷

Formal renewal ranking and weighting criteria have been developed only for the sealing of township gravel roads at this point. It planned to extend this methodology to other renewal and replacement programs in the future.

5.3.2 SUMMARY OF FUTURE RENEWAL AND REPLACEMENT EXPENDITURE

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix A.

⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

FIG 5: PROJECTED CAPITAL RENEWAL AND REPLACEMENT EXPENDITURE

Wangaratta Rural CC - Projected Capital Renewal Expenditure (Bridges_S1_V4)

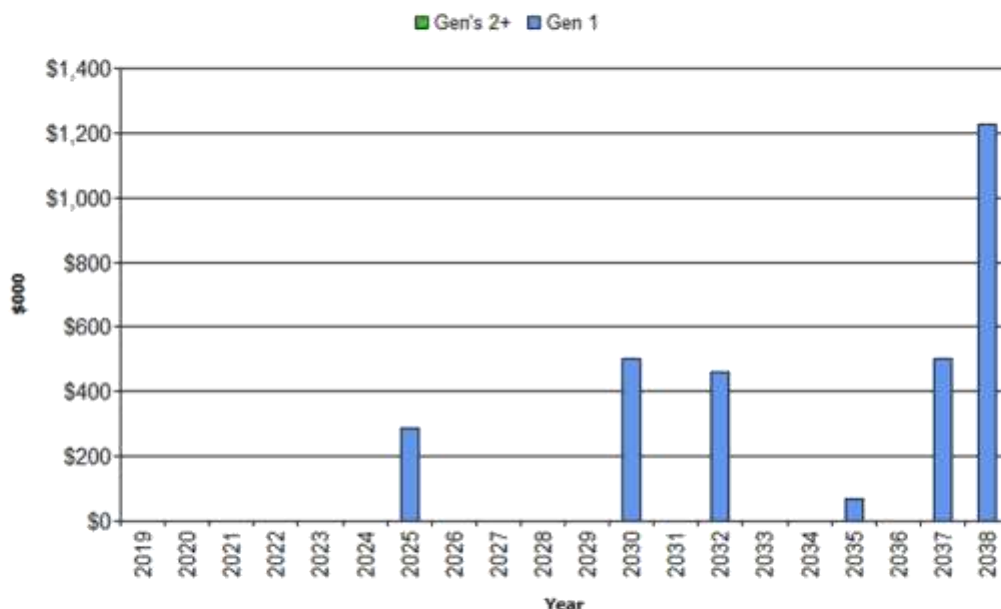


Figure Values are in current (real) dollars.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

5.4 CREATION/ACQUISITION/UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

Council does not have plans to construct any new bridges beyond the Cruse St Bridge which is currently under construction and will be completed in 2019/20. Future additions to council's bridge assets are most likely to accrue as a result of construction related to private developments. While Council will not bear the cost of constructing these assets future maintenance and renewal costs will need to be factored into the LTFP.

5.4.1 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

FIG 6: PROJECTED CAPITAL UPGRADE/NEW ASSET EXPENDITURE

Wangaratta Rural CC - Projected Capital Upgrade/New Expenditure (Bridges_S1_V3)

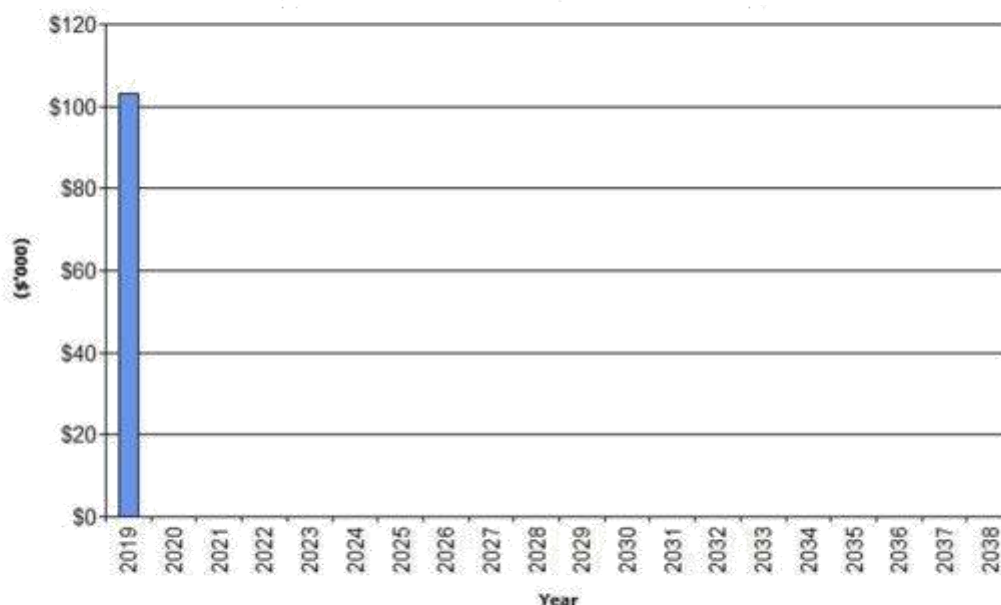


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan but only to the extent of the available funds.

When consideration is given to the acquisition of new assets, the lifetime cost of those assets must be well understood. The operations and maintenance costs attributable to those assets must be identified and funded through the budget process.

5.4.3 SUMMARY OF ASSET EXPENDITURE REQUIREMENTS

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

FIG 7: PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected Operating and Capital Expenditure (Bridges_S1_V4)

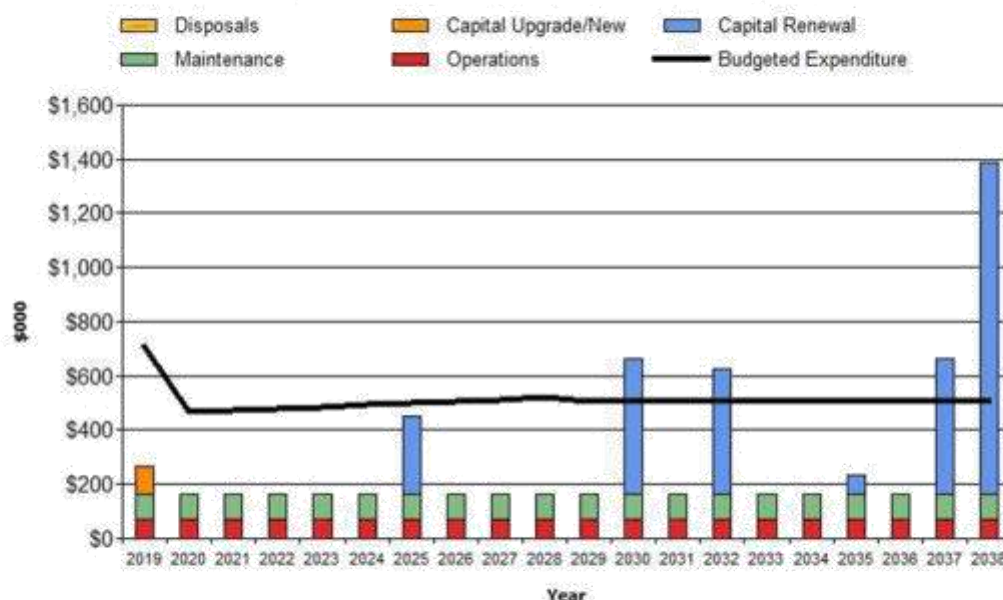


Figure Values are in current (real) dollars.

5.5 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.5, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

There are currently no Bridge assets identified for disposal.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Council, through the process of updating its Corporate Risk Register will seek to understand, define and put in place strategies to manage identified infrastructure risks.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'⁸.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

TABLE 6.1 CRITICAL ASSETS

Critical Asset(s)	Failure Mode	Impact
Any structure that is the only means of access to a dwelling for emergency services	Collapse or damage to structure or approach	Loss of access to dwellings or businesses
Any structure located on a Link or Collector road	Collapse or damage to structure or approach	Delays from bridge closure or diversion
Any structure with a detour in excess of 10km	Collapse or damage to structure or approach	Delays from bridge closure or diversion

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

6.2 RISK ASSESSMENT

The risk management process used in the development of this asset management plan is shown in Figure 6.2. The fundamentals of the risk management process have been formed from the International Standard ISO 31000:2009 Risk Management - Principles and Guidelines, and the process has been designed to provide a logical method for the identification, analysis and treatment of risk.

⁸ ISO 31000:2009, p 2

FIG 6.2 RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process includes the:

- identification of risks;
- consideration of the likelihood of the risk event occurring and the consequences should the event occur;
- allocation of a risk rating;
- evaluation of the risk; and
- development of a risk treatment plan for non-acceptable risks.

In the development of this management plan a risk assessment was completed to identify the risks likely to impact the Bridges Asset Group.

Risks that were identified as critical to the Infrastructure Risk Management Plan are shown in Table 6.2. These risks will be addressed and treated through actions generated by the Bridges Asset Management Plan.

TABLE 6.2: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	Description of Risk
Bridge Network	Unknown asset acquisition and renewal demand caused by a failure to understand the current condition of existing infrastructure will result in an unsustainable fiscal position and consequent financial or service level impacts to the community.
Bridge Network	Poorly maintained Council assets may result in property damage, injury or death of a member of the public or staff member.

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

TABLE 6.3: RESILIENCE

Threat / Hazard	Resilience (L, M or H)	Improvements / Interventions
Extreme Weather Event	Medium	Ensure Council's Municipal Emergency Management Plan remains current and covers all reasonably foreseeable potential emergency situations.
Climate Change	Low	No specific strategic documents (Policy, Strategy or Plan) have been developed to address the effects of climate change on the RCoW, as identified in the DELWP "Climate Change Adaptation Governance Assessment", 2017. ¹

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 WHAT WE CANNOT DO

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Currently there are no identified activities that Council believes it will be unable to undertake in the medium term.

6.4.2 Service trade-off

Identified operations and maintenance activities and capital projects can be undertaken with current funding however a reduction in funding may maintain or create service consequences for users. These include:

- Reduced capacity
- Diversions and increased travel times

6.4.3 Risk trade-off

Trade-offs that may result from a reduction in funding for operations and maintenance activities and capital projects may include:

- Diminished asset lifecycles
- Increased lifecycle cost

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7. FINANCIAL SUMMARY

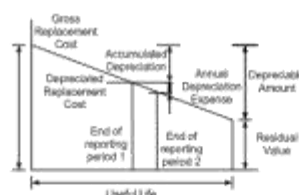
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 FINANCIAL STATEMENTS AND PROJECTIONS

7.1.1 ASSET VALUATIONS

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at current replacement cost.

Gross Replacement Cost	\$88,827,000
Depreciable Amount	\$88,827,000
Depreciated Replacement Cost ⁹	\$66,216,000
Annual Average Asset Consumption	\$828,000



7.1.2 SUSTAINABILITY OF SERVICE DELIVERY

MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$213,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$505,000 on average per year giving a 10 year funding surplus of \$292,000 per year. This indicates 237% of the projected expenditures needed to provide the services documented in the asset management plan. This excludes upgrade/new assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long Term Financial Plan.

⁹ Also reported as Written Down Value, Carrying or Net Book Value.

7.1.3 PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2018/19 real values.

TABLE 7.1.2: PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN (\$000)

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2019	\$73	\$89	\$223	\$103	\$0
2020	\$73	\$89	\$0	\$0	\$0
2021	\$73	\$89	\$0	\$0	\$0
2022	\$73	\$89	\$0	\$0	\$0
2023	\$73	\$89	\$0	\$0	\$0
2024	\$73	\$89	\$0	\$0	\$0
2025	\$73	\$89	\$288	\$0	\$0
2026	\$73	\$89	\$0	\$0	\$0
2027	\$73	\$89	\$0	\$0	\$0
2028	\$73	\$89	\$0	\$0	\$0

7.2 FUNDING STRATEGY

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

7.3 VALUATION FORECASTS

Asset values will increase as and when additional assets are added into service.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

7.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

TABLE 7.4: KEY ASSUMPTIONS MADE IN AM PLAN AND RISKS OF CHANGE

1.	A growth rate of 0% has been applied for the period of this plan as there are currently no plans to construct any new bridge assets over the plan period.
2.	A split of 80/20 has been assumed between planned and reactive maintenance.
3.	RCoW's asset condition scoring system, which uses a scale of 0 – 10, has been normalised to 1 – 5 to conform to the requirements of the model.
4.	All assets covered by this plan are assumed to have no residual value at end of their useful life - (Management Reporting Coordinator).
5.	Many structures have unknown acquisition dates. However this is a parameter that is required for the modelling to run. Assumed acquisition dates used in this model have been arrived at by subtracting the difference between Useful Life and Remaining Useful Life from current year, e.g. Useful Life (80yrs) - Remaining UL (55yrs) = Expended Life (25yrs), 2019 - 25 = 1994 (Estimated Acquisition Date). Allen Mapstone, Director Strategic Asset Management IPWEA Australasia & NAMS Canada confirmed this calculated value is an appropriate substitute when actual dates are unknown.
6.	LTFP & SRP expenditure figures are from D18/31863(v2) and are most up to date figures available - (Financial Coordinator)
7.	It is anticipated there will be no material change in service levels
8.	Asset data is reasonably complete and physical attributes are reasonably accurate.
9.	Estimates of remaining useful life used in this plan are theoretical values derived from current condition and assume a linear degradation of condition over time.
10.	Budget figures for Renewal and Upgrade/New from LTFP and SRP. Renewal figures for 2029-38 are the average of previous 10yrs LTFP figs. Upgrade/New figures for the same period are an average of the previous 5yrs as the very high spends in the early years of the plan would have skewed the projections.

7.5 FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale¹⁰ in accordance with Table 7.5.

TABLE 7.5: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be C Uncertain

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

8. PLAN IMPROVEMENT AND MONITORING

8.1 STATUS OF ASSET MANAGEMENT PRACTICES¹¹

8.1.1 ACCOUNTING AND FINANCIAL DATA SOURCES

- Rural City of Wangaratta Long Term Financial Plan
- Rural City of Wangaratta Budget 2018/19
- TechnologyOne CS Production Database

8.1.2 ASSET MANAGEMENT DATA SOURCES

- TechnologyOne CS Production Database

8.2 IMPROVEMENT PLAN

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

TABLE 8.1: IMPROVEMENT PLAN

Task No	Task	Responsibility	Resources Required	Timeline
1	There are 23 bridge structures on the rail trail which are recognised in Council's asset system, TechOne, but have a status of 'Not Commissioned'. Physical attributes have been captured but no financial records are associated with these assets in Asset books. Council is committee of management for the rail trail and is responsible for inspection, maintenance, renewal and replacement of these structures while not being the owner of them. It is recommended that, with the agreement of Council's auditors, these assets be commissioned and the values recognised in Asset Books as there is an ongoing financial commitment by Council to maintain and renew these assets.	Finance	Internal	Oct 2019
2	Documented ranking and prioritisation criteria needs to be established for proposed renewal and upgrade/new projects. Programs of works should then be developed for at least the next 5 yrs based on this methodology.	Asset Planning	Internal	November 2019
3	Completion of the Capitalisation and Asset Handover process preferably with documented work flows in WIM	Asset Planning, Delivery and	Internal	July 2019

¹¹ ISO 55000 Refers to this the Asset Management System

Task No	Task	Responsibility	Resources Required	Timeline
	which will ensure all new assets are captured and all required attributes recorded.	Finance		
4	An Infrastructure Risk Management Plan and Risk Register be developed in order to; <ul style="list-style-type: none"> • identify risks to RCoW that may impact on the delivery of services from infrastructure, • select credible risks for detailed analysis, • prioritise risks, • identify risks requiring treatment by management action, • develop risk treatment plans identifying the tasks required to manage the risks, the officer/authority responsible for each task, the resources required and the due completion date. 	Asset Planning and Governance	Internal	June 2020
5	20% of Council's asset data by value to be reviewed for completeness and accuracy each year. This activity should form part of the revaluation process to ensure both physical attributes and financial records are complete and accurate.	Asset Planning and Finance	Internal	Ongoing
6	Community consultation plan developed on desired service levels for the Bridges asset group.	Asset Planning	Internal	June 2020

8.3 MONITORING AND REVIEW PROCEDURES

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years and is due for complete revision and updating within 6 months of each Council election.

8.4 PERFORMANCE MEASURES

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,

9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Rural City of Wangaratta Council Plan 2017-21
- Rural City of Wangaratta Annual Budget 2018/19

10. APPENDICES

- | | |
|------------|---|
| Appendix A | Projected 10 year Capital Renewal and Replacement Works Program |
| Appendix B | Projected 10 year Capital Upgrade/New Works Program |
| Appendix C | LTFP Budgeted Expenditures Accommodated in AM Plan |

APPENDIX A PROJECTED 10-YEAR CAPITAL RENEWAL AND REPLACEMENT WORKS PROGRAM

Wangaratta Rural CC - Report 6 - Appendix 10 year Renewal & Replacement Program
(Bridges_S1_V4)

Asset ID	Sub	Asset Name	From	To	Rem	Planned	Renewal	Useful
	Category				Life	Renewal	Cost	Life
					(Years)	Year	(\$)	(Years)
BR000049	Bridge	OLD KING RIVER ROAD			6	2025	\$287,916	100

APPENDIX B PROJECTED UPGRADE/EXP/NEW 10-YEAR CAPITAL WORKS PROGRAM

Wangaratta Rural CC
Projected Capital Upgrade/New Works Program - Bridges_S1_V4

(\$000)

Year	Item	Description	Estimate
2019	1	New Pedestrian Footbridge - One Mile Creek	\$103
	2		
	3		
	4		
	5		
	6		
	7		
	8		
	9		
	10		
2019		Total	\$103

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APPENDIX C BUDGETED EXPENDITURES ACCOMMODATED IN LTFF

NAMS.PLUS3 Asset Management

Wangaratta Rural CC

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Bridges_S1_V4

Asset Management Plan



Bridges First year of expenditure projections 2019 (financial yr ending)

Asset values at start of planning period

Current replacement cost	\$88,827 (000)
Depreciable amount	\$88,827 (000)
Depreciated replacement cost	\$66,216 (000)
Annual depreciation expense	\$828 (000)

Calc CRC from Asset Register

\$88,827 (000)
This is a check for you.

Operations and Maintenance Costs for New Assets

	% of asset value
Additional operations costs	0.08%
Additional maintenance	0.10%
Additional depreciation	0.93%
Planned renewal budget (information only)	

You may use these values
calculated from your data
or overwrite the links.

Planned Expenditures from LTFF

20 Year Expenditure Projections Note: Enter all values in current 2019 values

Financial year ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										
Operations										
Operations budget	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total operations	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Maintenance										
Reactive maintenance budget	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18
Planned maintenance budget	\$71	\$71	\$71	\$71	\$71	\$71	\$71	\$71	\$71	\$71
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total maintenance	\$89	\$89	\$89	\$89	\$89	\$89	\$89	\$89	\$89	\$89
Capital										
Planned renewal budget	\$445	\$306	\$312	\$318	\$325	\$331	\$338	\$345	\$351	\$359
Planned upgrade/new budget	\$103	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-growth contributed asset value	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Disposals										
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Drainage Asset Management Plan



Document Control		<div>Asset Management Plan</div> <div> IPWEA <small>INSTITUTE OF PUBLIC WORKS ENGINEERS AUSTRALASIA</small></div> <div></div>			
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1 EXECUTIVE SUMMARY

1.1 THE PURPOSE OF THE PLAN

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

Council owns, operates and maintains an underground urban pipe network that provides drainage and stormwater control services to the community.

The purpose of this Drainage Asset Management Plan (DAMP) is to assist with decision-making about Council's existing urban drainage infrastructure, to present asset information, and to predict the financial requirements of long-term renewal of these drainage assets.

1.2 ASSET DESCRIPTION

These assets include:

A drainage network comprising:

- 5766 Pits (generally Grated Pits, Side Entry Pits and Junction Pits)
- 5,829 Pipe segments (generally reinforced concrete); and
- 11 Gross Pollutant Traps – GPTs (designed to improve stormwater quality by intercepting litter)

These infrastructure assets have significant value estimated at \$61,166,000.

1.3 LEVELS OF SERVICE

This asset management plan is based on data in which there is a low to moderate level of confidence, primarily as the database was developed incrementally over some 25 years, and the current data set has been created from a variety of sources with varying degrees of accuracy. To date the data has not been fully tested to provide a measure of completeness and accuracy. Based on our current understanding present funding levels are believed to be insufficient to continue to provide existing services at current levels in the medium term.

The main services consequences are:

- Deterioration of the underground drainage network due to insufficient funding being allocated to asset renewal programs.
- Potential for localised inundation due to failure of aged assets.
- Possible damage to other Council assets (e.g. Roads) and/or private property.

1.4 FUTURE DEMAND

The main demand for new services is created by:

- Increased development and impervious area, requiring the creation of new storm water infrastructure. While these assets will be constructed by developers and later 'gifted' to Council at no cost, there will be increased maintenance and renewal costs associated with the additional infrastructure.
- Higher expectations of flood protection

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures, such as;

- Obliging home builders to include on site detention as part of their construction
- Ensuring designs use best practice principles to minimise maintenance

- WSUD - more overland flow, green swales, detention basins, less impervious areas on new developments

1.5 LIFECYCLE MANAGEMENT PLAN

WHAT DOES IT COST?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is \$1,335,100 on average per year.

1.6 FINANCIAL SUMMARY

WHAT WE WILL DO

Estimated available funding for this period is \$1,261,100 on average per year as per the long term financial plan or budget forecast. This is 94% of the cost to sustain the current level of service at the lowest lifecycle cost.

The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

The allocated funding leaves a shortfall of \$74,000 on average per year of the projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected and Budget Expenditure for (Drainage_S1_V3)

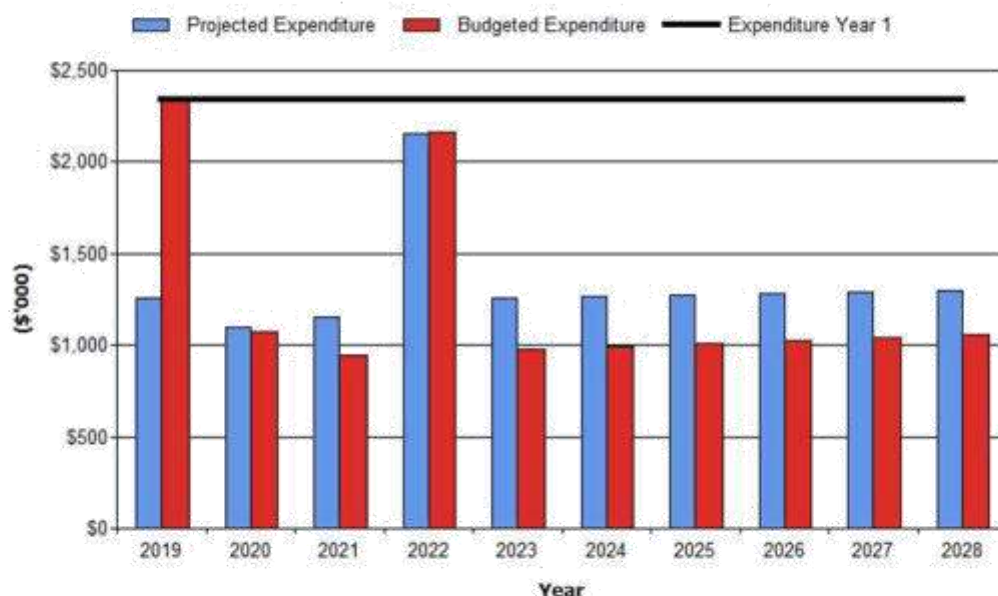


Figure Values are in current (real) dollars.

We plan to provide Stormwater Drainage services for the following:

- Operation, maintenance, renewal and upgrade of Pits and Pipes to meet service levels set in annual budgets.

WHAT WE CANNOT DO

We currently do not allocate enough funding to sustain these services at the desired standard. Works and services that cannot be provided under present funding levels are:

- Completion of the full extent of projected renewal works required under this plan

MANAGING THE RISKS

Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Damage to properties due to localised inundation
- Damage to other Council infrastructure due to inadequate management of stormwater flows (e.g. Roads, buildings)

We will endeavour to manage these risks within available funding by:

- Undertaking proactive maintenance/cleaning programs
- CCTV investigation of known problem areas
- Prepare preliminary designs and costings of drainage network upgrades in areas with known capacity issues

1.7 ASSET MANAGEMENT PRACTICES

Our systems to manage assets include:

- TechnologyOne

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 3 was used for this asset management plan.

1.8 MONITORING AND IMPROVEMENT PROGRAM

The next steps resulting from this asset management plan to improve asset management practices are:

- Capture the estimated remaining 15% of pit & pipe assets not currently recognised in TechnologyOne and ensure all assets are mapped
- Complete data capture and commissioning of Levee Banks not currently recognised in TechnologyOne and ensure all assets are mapped
- Document ranking and prioritisation criteria for renewal, new & upgrade projects
- Document Asset Handover and Capitalisation procedures
- Develop an Infrastructure Risk Register and Risk Management Plan
- Develop an ongoing CCTV condition inspection program

- Ensure 20% of Council's asset data is reviewed annually for completeness and accuracy
- Fund and complete works identified in the Asset Gap Analysis

2. INTRODUCTION

2.1 BACKGROUND

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The asset management plan is to be read with the Rural City of Wangaratta policies and strategies. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Other related Asset Management Plans
- Long Term Financial Plan
- Council Plan 2017 – 21

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide Drainage infrastructure to enable the community to go about their business without hindrance from uncontrolled stormwater. The drainage system serves to reduce the risk of inundation of both public and private property.

TABLE 2.1: ASSETS COVERED BY THIS PLAN

Asset Category	Number	Replacement Value (\$000)
Pipes	5766	\$40,665*
Pits	5829	\$19,942*
Gross Pollutant Traps	11	\$559
TOTAL		\$61,166

*These values include an additional 15% to allow for those assets yet to be captured in Council's asset & finance systems

2.2 GOALS AND OBJECTIVES OF ASSET OWNERSHIP

2.2.1 STRATEGIC AND CORPORATE GOALS

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

This asset management plan is prepared under the direction of the Rural City of Wangaratta vision, mission, goals and objectives.

Our vision is:

Rural City of Wangaratta – Feels Like Home

TABLE 2.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS PLAN

Goal	Objective	How Goal and Objectives are addressed in AM Plan
We Are Sustainable	To be economically and environmentally sustainable	<p>Our team will make the best and most efficient use of Council's resources.</p> <p>Our buildings, facilities and assets will be utilised in an efficient and equitable way.</p> <p>Our legislative, governance and compliance requirements will be met.</p> <p>Asset management systems are maintained</p> <p>Our protection of the environment underpins our development, projects and decisions.</p> <p>Our community and recreation facilities are well maintained.</p>
We are established	To create and maintain the facilities and assets that make our Community a safe, connected and enjoyable place to live.	<p>Our infrastructure is developed and maintained based on what we understand is important to the people who live, work and visit here.</p> <p>We will achieve a 90% annual completion rate for our capital project delivery.</p> <p>We will achieve 25% completion of strategic actions within the Asset Management strategy annually.</p> <p>Our infrastructure provides community links to recreational, business, services, social and cultural spaces.</p>

The Rural City of Wangaratta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

2.3 CORE AND ADVANCED ASSET MANAGEMENT

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual². Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

² ISO 55000 Overview, principles and terminology

³ IPWEA, 2015, IIMM.

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by the Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service.

We currently have no research on customer expectations. This will be investigated for future updates of the asset management plan.

3.2 LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include:

TABLE 3.2: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
<i>Local Government Act 1989 (Vic)</i>	Sets out role, purpose, responsibilities and powers of local governments including the requirement to prepare a long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
<i>Water Act 1989</i>	Applies to the management of the use of water resources including conservation, protection and quality of discharges into waterways
<i>Subdivision Act 1988 and Subdivision Regulations (Procedures) 1989</i>	Applies to works for drainage to connect the subdivision to the system serving properties outside it.
<i>Building Act 1993, Building Regulations 2006 and Plumbing Regulations 2008</i>	Provides for regulation of plumbing work and plumbing standards as it impacts discharge of water into the stormwater drainage system from private buildings.
<i>ResCode</i>	In relation to stormwater management, ResCode applies to the construction of new residential subdivisions to ensure environmentally sustainable residential development. This includes stormwater discharges from subdivision development.
<i>Environment Protection Act 1970</i>	Relates discharge, emission or deposit of any substance that may pollute any segment or element of the environment – in this instance, by its introduction into discharge waters of the stormwater drainage system.
<i>Emergency Management Act 1986</i>	Requires a council to have a Municipal Emergency Management Plan to address local emergency risks. This may include hazards arising from storm flows in the drainage system and associated infrastructure.
<i>Health and Wellbeing Act 2008</i>	Allows the issue of a prohibition notice for the conducting of an activity that may damage public health - in this instance being illegal discharges into the stormwater drainage system.
<i>Road Management Act 2004 (Vic)</i>	Impacts on road and traffic management considerations.
<i>Road Management (General) Regulations 2016</i>	Prescribes certain matters that must be recorded on a Register of Public Roads and provides for the protection of roads and property.
<i>Road Management Act 2004 Code of Practice - Operational</i>	Provides guidance on how operational responsibility for elements of the road reserve is assigned to various road authorities.
<i>Occupational Health and Safety Act 2004 (Vic)</i>	Sets out the roles and responsibilities to ensure the health, safety and welfare of persons at work.

3.3 CUSTOMER LEVELS OF SERVICE

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

QUALITY	How good is the service ... what is the condition or quality of the service?
FUNCTION	Is it suitable for its intended purpose Is it the right service?
CAPACITY/USE	Is the service over or under used ... do we need more or less of these assets?

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational/Organizational measures provide a balance in comparison to the customer perception that may be more subjective.

3.4 TECHNICAL LEVELS OF SERVICE

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- Service and asset managers plan, implement and control technical service levels to influence the customer service levels.⁴

Table 3.3 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

⁴ IPWEA, 2015, IIMM, p 2 | 28.

TABLE 3.4: TECHNICAL LEVELS OF SERVICE

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
TECHNICAL LEVELS OF SERVICE				
System Capacity				
	Capacity to convey stormwater to protect properties from overland flow.	Frequency of non-nuisance overland flow that impacts <ul style="list-style-type: none"> - Private property - Major roads - Minor roads - Passive open space 	Some under-capacity drains identified by investigation following resident reports	On average: <ul style="list-style-type: none"> - <1 event every 2 years - <1 event every 5 years - <1 event every 2 years - <2 events every year
System condition to meet capacity				
	Routine maintenance sufficient to allow the asset to meet capacity objectives.	<ul style="list-style-type: none"> - Defect/Safety inspection frequency. - Responsiveness. 	<ul style="list-style-type: none"> - Few inspections are programmed. - High urgency issues are assessed within the timeframes. Non urgent issues are assessed within the timeframe. 	<ul style="list-style-type: none"> - Programmed inspections as per schedule. - Attend issues identified following a questionnaire as "High Urgency" within 4 hours and other issues within 5 days.
Cost Effectiveness				
	Assets are maintained in the most cost effective manner.	Information collected annually from maintenance management systems	Maintenance Cost \$905/km/yr.	Maintenance Cost \$1350/km/yr.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4. FUTURE DEMAND

4.1 DEMAND DRIVERS

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 DEMAND FORECASTS

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

4.3 DEMAND IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

TABLE 4.3: DEMAND DRIVERS, PROJECTIONS AND IMPACT ON SERVICES

Demand drivers	Present position	Projection	Impact on services
Population Growth 2016 – 2031	28,310*	33,220**	The projected population growth is at the top end of the forecast range and if achieved will result in moderate demand for increased and improved services.
Climate Change	Climate change will see an increase risk of extreme weather events including storm events, flooding, sea level rise and fire events	It is expected that climate change will intensify in the medium to long term resulting in an increased number of extreme weather events	There will be an increase of structural damage caused by extreme events and an increase in deterioration rates of the network
Changes to Design Standard/Codes	RCoW currently constructs and maintains its infrastructure assets in accordance with all adopted standards.	It is expected that ongoing changes and developments in standards will result in higher construction and maintenance costs	As changes occur RCoW may need to re-appraise unit costs to ensure budgets are sufficient to meet adopted standards.

* Source - 2016 Census ABS

**High Scenario Population Forecast, Population and Housing Strategy 2013, Aurecon & SGS Economics and Planning

4.4 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Council does not have a formal Demand Management Plan, as more data on demographics needs to be collected to review the impacts and pressures of population growth on its Drainage network. Like most rural towns, the low population outside the towns and the distances does not lend itself to easily implementing/supporting these mode shift options.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

TABLE 4.4: DEMAND MANAGEMENT PLAN SUMMARY

Demand Driver	Impact on Services	Demand Management Plan
Population growth	<p>Increased development and impervious area will result in the creation of new storm water infrastructure. There will be an increased maintenance effort required due to the additional infrastructure.</p> <p>Identified residential growth areas are;</p> <p><u>North West Wangaratta</u></p> <p>Generally bounded by Reith Road, Christensen Lane, Worland Road, Three Mile Creek abutting the Equine Precinct to the south and Wangandary Road, and</p> <p><u>South Wangaratta</u></p> <p>Generally bounded by residences south of Cribbes Road, Salisbury Street, One Mile Creek, Clarkes Lane, and Greta Road</p>	<p>Monitor population growth through census data and growth trends in subdivisional development.</p> <p>Manage through installing detention basins in the current infrastructure and obliging home builders to include detention on-site as part of their construction.</p> <p>Ensure designs use 'best practice' principles to minimise maintenance – such as additional pits for inspection, well thought out overland flow paths, easy access to new wetlands, community groups maintaining wetland vegetation, etc.</p>
Climate change	<p>There will be an increase of structural damage caused by extreme events. Increased numbers of extreme events will put the capacity of the network under pressure and may result in an increase in deterioration rates of the network</p>	<p>Investigate the development of a Climate Change Adaptation Policy/Strategy</p>
Increasing costs	<p>Increases in costs (maintenance, renewal, upgrade and new) will adversely impact the City's operating and capital expenditure</p>	<p>Complete the capture of all drainage asset data and commence a program to assess the condition and remaining useful lives of these assets. Review unit rates on an annual basis, including benchmarking, previous works programs reviews and industry reviews.</p>

4.5 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet growth will be acquired free of cost (gifted) from land developments and constructed/acquired by council.

FIGURE 1: UPGRADE AND NEW ASSETS TO MEET DEMAND – (CUMULATIVE)

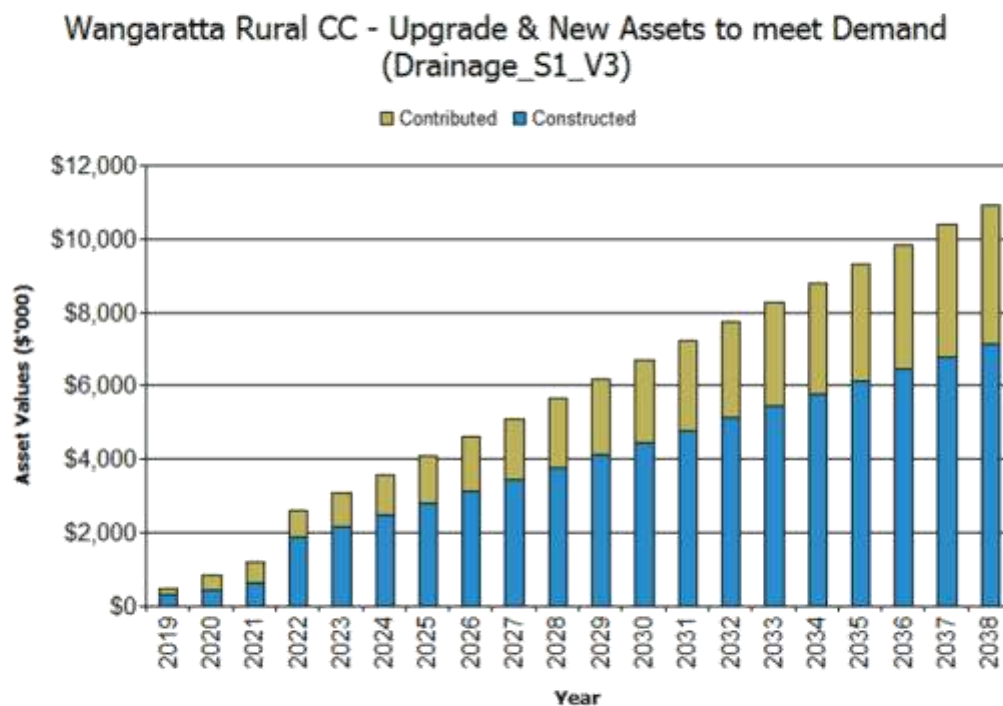


Figure Values are in current (real) dollars.

Acquiring these new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial plan further in Section 5.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Rural City of Wangaratta plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 BACKGROUND DATA

5.1.1 PHYSICAL PARAMETERS

The assets covered by this asset management plan are shown in Table 2.1.

The great majority of Council's underground drainage assets are located in the city of Wangaratta with a small number of assets located in the townships Glenrowan, Milawa, Moyhu, Oxley, Whitfield and Whorouly.

A reliable age profile of the existing assets is not currently available. An improvement action for this plan will be to develop estimates of the network age profile based on the apparent age of the neighbourhoods where the assets are located or where a clear linkage can be established to the age of adjacent road segments. This is considered adequate for the purposes of a core level AMP.

Over time, as a better understanding of the network condition is acquired through an ongoing CCTV inspection program more accurate profiles based on condition rather than age can be developed for management purposes.

5.1.2 ASSET CAPACITY AND PERFORMANCE

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

TABLE 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Whorouly	Improve Drainage outside Whorouly Primary School
Milawa	Snow Road Drainage Near Cafe - RPP
Eldorado	Drainage design for Percy, Mackay and Main Streets
Waldara	Waldara Drive Drainage
South Wangaratta	Concept design - Drainage Upgrade for the South Wangaratta Industrial Estate
Wangaratta	Newman Street - Drainage Upgrade
Wangaratta	Cusack & Spearing Street - Drainage & Car Parking Renewal
Wangaratta	Bachelors Green - Carpark and Drainage Upgrade

*The above service deficiencies were identified from CAMMS Project

5.1.3 ASSET CONDITION

Currently there is no defined asset data collection process for drainage although data collection activities are listed in the 5 year asset condition audit program. It is understood that Council's knowledge of its urban drainage network is incomplete and that a comprehensive review of the data held in TechOne, on GIS and hardcopy plans needs to be evaluated. The drainage assets recorded in TechOne, apart from a very small number of recently constructed assets, have no condition scores recorded against them. There is currently no formal, proactive CCTV inspection program for condition assessment of drainage assets. Assessments are ad hoc and in response to identified service issues.

5.2 OPERATIONS AND MAINTENANCE PLAN

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, street sweeping, utilities costs and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. pit cleaning.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

TABLE 5.2.1: MAINTENANCE EXPENDITURE TRENDS

Year	Maintenance Budget \$
2019	\$162
2020	\$162
2021	\$162

Maintenance expenditure levels are not considered to be adequate to meet current or projected service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

SUMMARY OF FUTURE OPERATIONS AND MAINTENANCE EXPENDITURES

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2019 dollar values (i.e. real values).

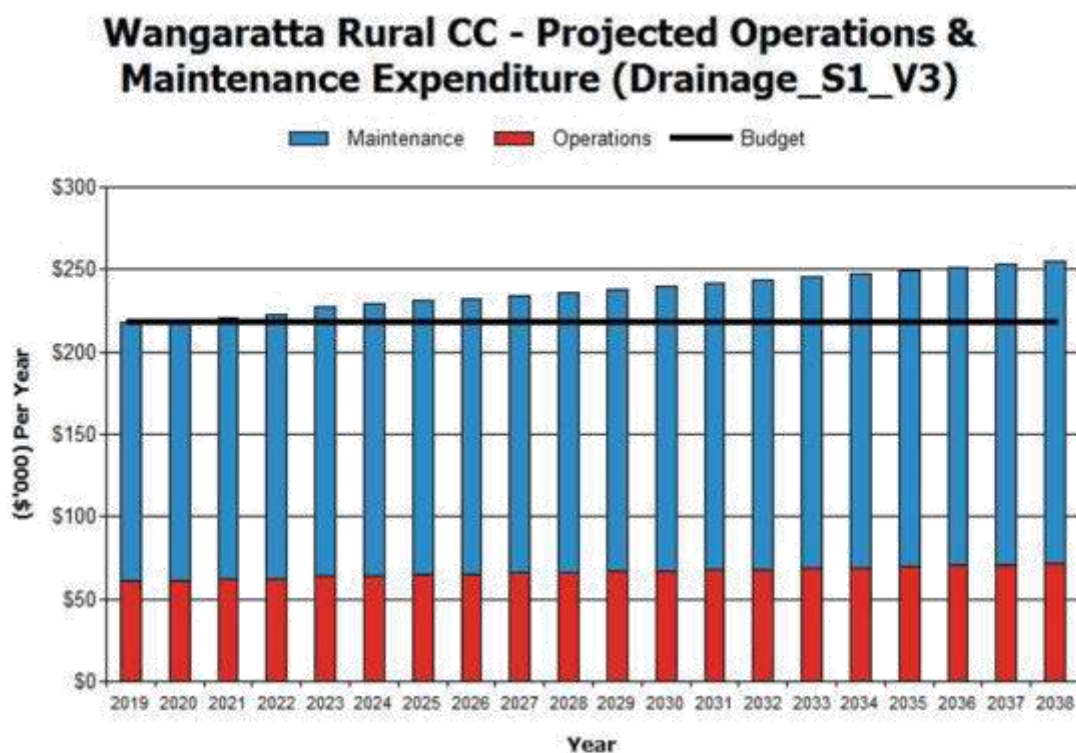
FIGURE 4: PROJECTED OPERATIONS AND MAINTENANCE EXPENDITURE

Figure Values are in current (real) dollars.

Preferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.3 RENEWAL/REPLACEMENT PLAN

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 3 was used for this asset management plan.

5.3.1 RENEWAL RANKING CRITERIA

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing an undersized drainage line), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).⁵

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁶

Formal renewal ranking and weighting criteria have been developed only for the sealing of township gravel roads at this point. It planned to extend this methodology to other renewal and replacement programs in the future.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.3.2 SUMMARY OF FUTURE RENEWAL AND REPLACEMENT EXPENDITURE

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix A.

FIG 5: PROJECTED CAPITAL RENEWAL AND REPLACEMENT EXPENDITURE

Wangaratta Rural CC - Projected Capital Renewal Expenditure (Drainage_S1_V3)

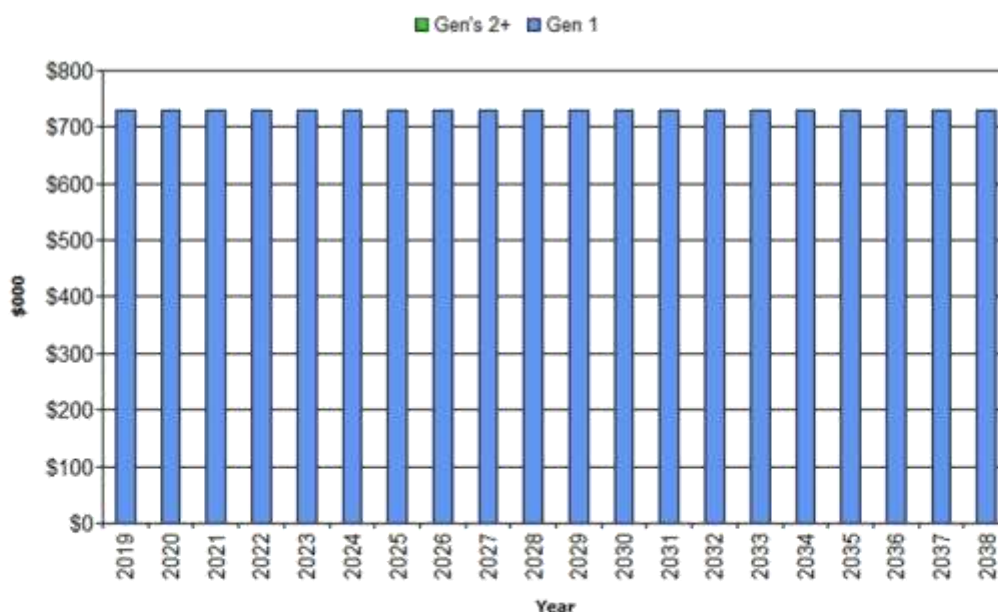


Figure Values are in current (real) dollars.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

5.4 CREATION/ACQUISITION/UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

5.4.1 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

FIG 6: PROJECTED CAPITAL UPGRADE/NEW ASSET EXPENDITURE

Wangaratta Rural CC - Projected Capital Upgrade/New Expenditure (Drainage_S1_V3)

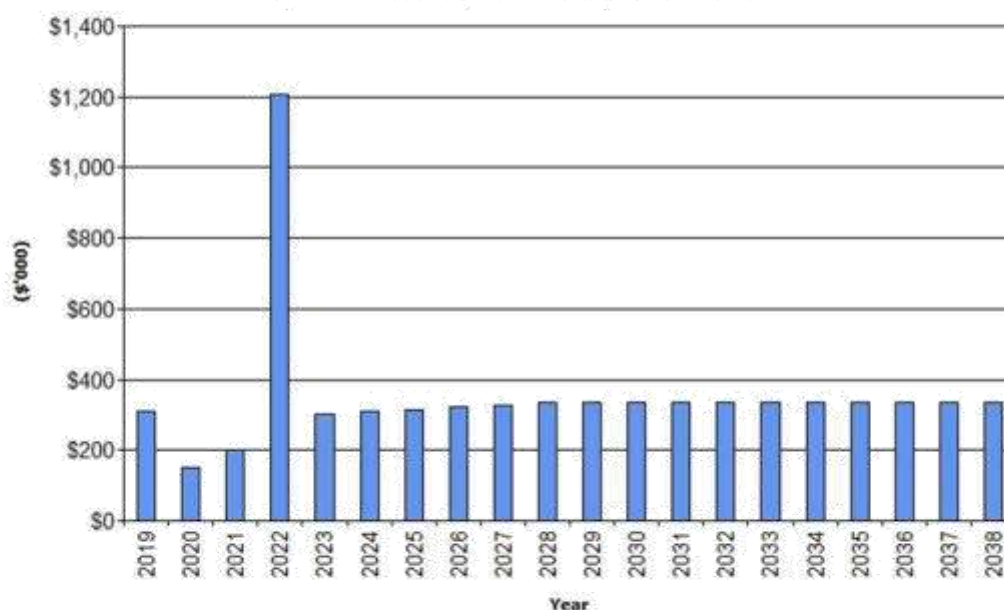


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan but only to the extent of the available funds

When consideration is given to the acquisition of new assets, the lifetime cost of those assets must be well understood. The operations and maintenance costs attributable to those assets must be identified and funded through the budget process.

5.4.2 SUMMARY OF ASSET EXPENDITURE REQUIREMENTS

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

FIG 7: PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected Operating and Capital Expenditure (Drainage_S1_V3)

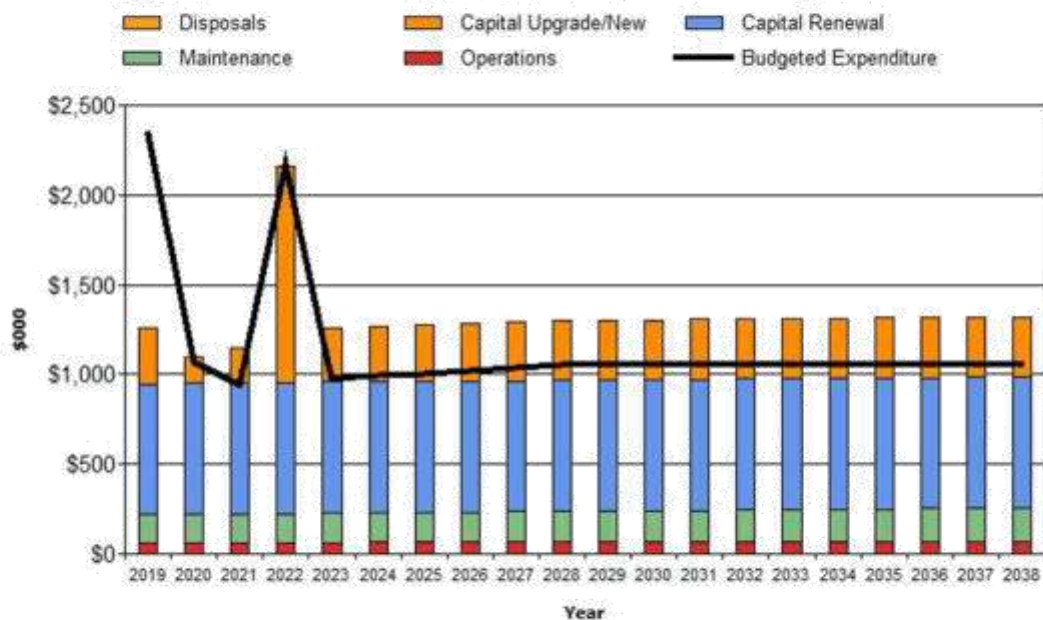


Figure Values are in current (real) dollars.

5.5 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Drainage assets are rarely disposed of and RCoW has no plans at present to dispose of any of its current drainage assets.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Council, through the process of updating its Corporate Risk Register will seek to understand, define and put in place strategies to manage identified infrastructure risks.

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’⁷.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

TABLE 6.1 CRITICAL ASSETS

Critical Asset(s)	Failure Mode	Impact
Large pipe crossings under main roads	Road failures as a result of significant pipe damage	Proactive CCTV inspection program and reporting on critical pipelines

By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

6.2 RISK ASSESSMENT

The risk management process used in the development of this asset management plan is shown in Figure 6.2.

The fundamentals of the risk management process have been formed from the International Standard ISO 31000:2009 Risk Management - Principles and Guidelines, and the process has been designed to provide a logical method for the identification, analysis and treatment of risk.

⁷ ISO 31000:2009, p 2

FIG 6.2 RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process includes the:

- identification of risks;
- consideration of the likelihood of the risk event occurring and the consequences should the event occur;
- allocation of a risk rating;
- evaluation of the risk; and
- development of a risk treatment plan for non-acceptable risks.

In the development of this management plan a risk assessment was completed to identify the risks likely to impact the Drainage Asset Group.

Risks that were identified as critical to the Infrastructure Risk Management Plan are shown in Table 6.2. These risks will be addressed and treated through actions generated by the Drainage Asset Management Plan.

TABLE 6.2: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	Risk Description
Drainage Network	Unknown asset acquisition and renewal demand caused by a failure to understand the current condition of existing infrastructure will result in an unsustainable fiscal position and consequent financial or service level impacts to the community.
	Poorly maintained Council assets may result in property damage, injury or death of a member of the public or staff member.
	Polluted or contaminated surface water is released into natural environment from drainage system
	Localised flooding due to inadequate capacity of network
	Localised flooding due to inadequate capacity of the network.

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

TABLE 6.3: RESILIENCE

Threat / Hazard	Resilience (L, M or H)	Improvements / Interventions
Extreme Weather Event	Medium	Ensure Council's Municipal Emergency Management Plan remains current and covers all reasonably foreseeable potential emergency situations.
Climate Change	Low	No specific strategic documents (Policy, Strategy or Plan) have been developed to address the effects of climate change on the RCoW, as identified in the DELWP "Climate Change Adaptation Governance Assessment", 2017. ¹

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 WHAT WE CANNOT DO

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Currently, insufficient funds have been allocated to undertake the projected renewal activities forecast in this plan.

6.4.2 SERVICE TRADE-OFF

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Underperformance of the network due to deteriorating condition
- Inability to adequately manage stormwater flows to community's expectations

6.4.3 RISK TRADE-OFF

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Damage to properties due to localised inundation
- Damage to other Council infrastructure due to inadequate management of stormwater flows (e.g. Roads, buildings)
- Injury to members of the public due to poorly maintained infrastructure

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7. FINANCIAL SUMMARY

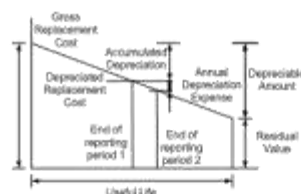
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 FINANCIAL STATEMENTS AND PROJECTIONS

7.1.1 ASSET VALUATIONS

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at Current Replacement Cost.

Gross Replacement Cost	\$61,166,000
Depreciable Amount	\$19,127,000
Depreciated Replacement Cost ⁸	\$42,040,000
Annual Average Asset Consumption	\$851,000



7.1.2 SUSTAINABILITY OF SERVICE DELIVERY

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 95% of the funds required for the optimal renewal and replacement of assets.

MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$1,335,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,261,000 on average per year giving a 10 year funding shortfall of -\$74,000 per year. This indicates 92% of the projected expenditures needed to provide the services documented in the asset management plan. This excludes upgrade/new assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long Term Financial Plan.

7.1.3 PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN

Table 7.1 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2019 real values.

TABLE 7.1: PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN (\$000)

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2019	\$61	\$157	\$730	\$310	\$0
2020	\$61	\$158	\$730	\$150	\$0
2021	\$62	\$159	\$730	\$200	\$0
2022	\$62	\$160	\$730	\$1,207	\$0
2023	\$64	\$164	\$730	\$303	\$0
2024	\$64	\$165	\$730	\$309	\$0
2025	\$65	\$166	\$730	\$315	\$0
2026	\$65	\$167	\$730	\$322	\$0
2027	\$66	\$169	\$730	\$328	\$0
2028	\$66	\$170	\$730	\$335	\$0

7.2 FUNDING STRATEGY

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

7.3 VALUATION FORECASTS

Asset values are forecast to increase as additional assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

7.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

TABLE 7.4: KEY ASSUMPTIONS MADE IN AM PLAN AND RISKS OF CHANGE

Assumptions
A growth rate of 0.3% has been applied for the period of this plan and represents an annual average of the dollar value of developer contributed assets over the past seven years. These rates are considered to be conservative and may increase due to stronger than anticipated growth in new developments.
A split of 80/20 has been assumed between planned and reactive maintenance.
Unit rates for current replacement costs were derived from the 2018 drainage revaluation worksheets.
All assets covered by this plan are assumed to have no residual value at end of their useful life - (Management Reporting Coordinator).
LTFP & SRP expenditure figures are from D18/31863(v2) and are most up to date figures available - (Financial Coordinator)
It is anticipated there will be no material change in service levels
It is agreed that not all drainage asset data has been captured in TechOne. It has been assumed for the purposes of this plan that 15% of the network remains to be captured. Therefore 15% has been added to the pit and pipe asset valuations used in the financial modelling in order to generate a more accurate funding scenario.
Levee Banks are recognised in TechOne but have a status of 'Not Commissioned' and have no associated financial attributes. In the next iteration of this plan it is expected the Levee Bank data will be complete
Budget figures for Renewal and Upgrade/New from LTFP and SRP. Renewal figures for 2029-38 are the average of previous 10yrs LTFP figs. Upgrade/New figures for the same period are an average of the previous 5yrs as the very high spends in the early years of the plan would have skewed the projections.

7.5 FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale⁹ in accordance with Table 7.5.

TABLE 7.5: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be "C" Uncertain.

8. PLAN IMPROVEMENT AND MONITORING

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

8.1 STATUS OF ASSET MANAGEMENT PRACTICES¹⁰

8.1.1 ACCOUNTING AND FINANCIAL DATA SOURCES

- Rural City of Wangaratta Long Term Financial Plan
- Rural City of Wangaratta Budget 2018/19
- TechnologyOne CS Production Database

8.1.2 ASSET MANAGEMENT DATA SOURCES

- TechnologyOne CS Production Database
- 2018 Revaluation Worksheets

8.2 IMPROVEMENT PLAN

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

TABLE 8.2: IMPROVEMENT PLAN

Task	Description	Responsibility	Resources	Timeline
1	Approximately 15% of the Pit & Pipe network, is yet to be captured and accurately reflected in Council's asset and finance systems. Undertake a program to capture this data.	Asset Planning, Finance	Internal	Jun 2020
2	Complete the capture of Levee Bank data, commission in the asset and finance systems and incorporate these assets in the next iteration of this plan.	Asset Planning, Finance	Internal	Jun 2020
3	Documented ranking and prioritisation criteria needs to be established for proposed renewal and upgrade/new projects. Programs of works should then be developed for at least the next 5 yrs based on this methodology.	Asset Planning	Internal	Nov 2019
4	Completion of the Capitalisation and Asset Handover process with documented work flows in WIM which will ensure all new assets are captured and all required attributes recorded.	Asset Planning, Delivery and Finance	Internal	Jul 2019

¹⁰ ISO 55000 Refers to this the Asset Management System

5	An Infrastructure Risk Management Plan and Risk Register be developed in order to; <ul style="list-style-type: none"> • identify risks to RCoW that may impact on the delivery of services from infrastructure, • select credible risks for detailed analysis, • prioritise risks, • identify risks requiring treatment by management action, • develop risk treatment plans identifying the tasks required to manage the risks, the officer/authority responsible for each task, the resources required and the due completion date. 	Asset Planning and Governance	Internal	Jun 2020
	Develop an ongoing CCTV condition inspection program for underground assets.	Asset Planning	External	Ongoing
6	20% of Council's asset data by value to be reviewed for completeness and accuracy each year. This activity should form part of the revaluation process to ensure both physical attributes and financial records are accurate.	Asset Planning and Finance	Internal	Ongoing
7	Community consultation plan developed on desired service levels for the drainage asset group.	Asset Planning	Internal	Jun 2020
8	Collaborate with Development Services to support the development of a climate change adaptation strategy.	Development Services	Internal	Jun 2020

8.3 MONITORING AND REVIEW PROCEDURES

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years and is due for complete revision and updating within 6 months of each Council election.

8.4 PERFORMANCE MEASURES

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,

9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Rural City of Wangaratta Council Plan 2017-21
- Rural City of Wangaratta Annual Budget 2018/19
- Climate Adaptation and Local Government – RCoW Analysis Report, (C18/7241)

10. APPENDICES

Appendix A Projected 10 year Capital Renewal and Replacement Works Program

Appendix B Projected 10 year Capital Upgrade/New Works Program

Appendix C LTFP Budgeted Expenditures Accommodated in AM Plan

APPENDIX A PROJECTED 10-YEAR CAPITAL RENEWAL AND REPLACEMENT WORKS PROGRAM

Year End June 30	Projected Renewals (\$'000)	LTFP Renewal Budget (\$'000)	Renewal Financing Shortfall (- gap, + surplus) (\$'000)	Cumulative Shortfall gap, + surplus) (\$'000)
2019	\$730	\$1,810	\$1,080	\$1,080
2020	\$730	\$704	\$-26	\$1,054
2021	\$730	\$528	\$-202	\$852
2022	\$730	\$742	\$12	\$864
2023	\$730	\$455	\$-275	\$589
2024	\$730	\$464	\$-266	\$323
2025	\$730	\$473	\$-257	\$66
2026	\$730	\$482	\$-248	\$-182
2027	\$730	\$492	\$-238	\$-420
2028	\$730	\$502	\$-228	\$-648

APPENDIX B PROJECTED UPGRADE/EXP/NEW 10-YEAR CAPITAL WORKS PROGRAM

Year End June 30	LTFP Upgrade/New (\$'000)
2019	\$310
2020	\$150
2021	\$1200
2022	\$1207
2023	\$303
2024	\$309
2025	\$315
2026	\$322
2027	\$328
2028	\$335

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APPENDIX C BUDGETED EXPENDITURES ACCOMMODATED IN LTFP

NAMS.PLUS3 Asset Management Wangaratta Rural CC

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Drainage_S1_V3 **Asset Management Plan** **IPWEA** **JRA**

First year of expenditure projections: **2019** (financial yr ending)

Drainage

Asset values at start of planning period

Current replacement cost	\$11,165 (000)
Depreciable amount	\$10,127 (000)
Depreciated replacement cost	\$42,040 (000)
Annual depreciation expense	\$155 (000)

Calc CPC from Asset Register: **\$0** (000)
This is a check for you.

Operations and Maintenance Costs for New Assets

Additional operations costs	% of asset value
Additional maintenance	0.30%
Additional depreciation	0.25%
Planned renewal budget (information only)	4.45%

You may use these values calculated from your data or overwrite the links.

Planned Expenditures from LTFP

20 Year Expenditure Projections Note: Enter all values in current 2019 values

Financial year ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										
Operations										
Operations budget	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total operations	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61
Maintenance										
Reactive maintenance budget	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32
Planned maintenance budget	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total maintenance	\$157	\$157	\$157	\$157	\$157	\$157	\$157	\$157	\$157	\$157
Capital										
Planned renewal budget	\$1,810	\$704	\$528	\$742	\$455	\$464	\$473	\$482	\$492	\$502
Planned upgrade/new budget	\$390	\$150	\$200	\$1,207	\$303	\$309	\$315	\$322	\$328	\$335
Non-growth contributed asset value	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Disposals										
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DPC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Expenditure Outlays Requirements (e.g. from Infrastructure Risk Management Plan)										
Additional Expenditure Outlays required and not included above	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Renewal										
Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Comments #2										
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)										
Forecast Capital Renewal from Forms 2A & 2B	\$730	\$730	\$730	\$730	\$730	\$730	\$730	\$730	\$730	\$730
Forecast Capital Upgrade from Form 2C	\$390	\$150	\$200	\$1,207	\$303	\$309	\$315	\$322	\$328	\$335



RURAL CITY OF
WANGARATTA

Roads Asset Management Plan



Document Control	<div>IPWEA <small>INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA</small></div> <div>JRA</div>				
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1 EXECUTIVE SUMMARY

1.1 THE PURPOSE OF THE PLAN

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about road related infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 20-year planning period.

This plan covers those road infrastructure and related assets purposed with providing access by linking residential areas to main distributor and arterial roads. All roads within the City are classified according to a hierarchy which ranks the relative importance of a road within the network. It forms the basis upon which maintenance activities are prioritised.

1.2 ASSET DESCRIPTION

The Road Asset Network comprises:

- Sealed Roads (Pavements and surfaces)
- Unsealed Roads
- Kerb & Channel
- Car Parks
- Paths (Pedestrian Footpaths, Shared Paths & Open Space Paths)

Council is responsible for the majority of roads within the municipality, however there are many roads and other infrastructure assets for which Council has no management responsibility and which may form part of the road network within the Council area. These assets are managed by other road authorities, such as VicRoads, Parks Victoria or the Department of Environment Land Water and Planning (DELWP). Council also has boundary agreements with adjoining shires which outline the responsibilities for the management of these boundary roads.

Excluded from this plan are:

- Road & Foot Bridges and Major & Minor Culverts
- Traffic lights and traffic control assets (roundabouts, signs, traffic islands etc.)

These infrastructure assets have significant value estimated at \$446,794,000.

1.3 LEVELS OF SERVICE

Our present funding levels are sufficient to continue to provide existing services at current levels in the medium term, however in the longer term (20yrs) renewal of assets falls behind consumption based on current levels of depreciation.

The main services consequences are:

- Potential degradation of service capability resulting in possible imposition of load limits, detours leading to increased travel times.
- Deterioration of road condition thereby increasing the likelihood of road accidents, claims against Council and reputational damage.

1.4 FUTURE DEMAND

The main demands for new services are created by:

- Population Growth
- Changing Demographics
- Climate Change
- Weather events
- Legislative changes
- Changes in design standards/codes
- Community expectations of higher service levels

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures through;

- Regulating asset use
- Investigating alternative solutions
- Behaviour modification

1.5 LIFECYCLE MANAGEMENT PLAN

WHAT DOES IT COST?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is \$10,462,000 on average per year.

1.6 FINANCIAL SUMMARY

WHAT WE WILL DO

Estimated available funding for this period is \$13,410,000 on average per year as per the long term financial plan or budget forecast. This is 128% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected and Budget Expenditure for (Roads_S1_V6)

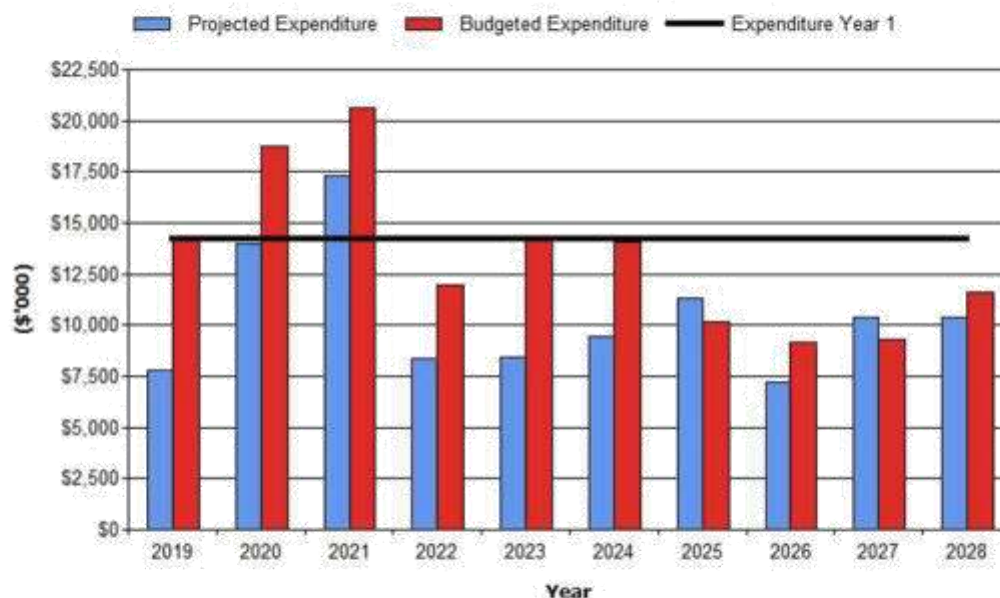


Figure Values are in current (real) dollars.

We plan to provide Road Asset Management services for the following:

- Operation, maintenance, renewal and upgrade of Sealed and Unsealed Roads, Kerb & Channel, Carports and Paths to meet service levels set in annual budgets.

WHAT WE CANNOT DO

We currently allocate enough funding to sustain these services at the desired standard or to provide all new services being sought. Our present funding levels are sufficient to continue to manage risks in the medium term. However if budget allocations were to be reduced the main risk consequences would be:

- Impaired driveability due to deterioration of road surface
- Road accidents resulting in loss of life and/or damage to property

We will endeavour to manage these risks within available funding by:

- Maintaining Councils programmed defect and condition inspections
- Maintaining a risk based approach to maintenance and renewal activities

MANAGING THE RISKS

Our present funding levels are sufficient to continue to manage risks in the medium term.

The main risks/consequences are:

- Low confidence in current assessment of asset ages and remaining useful lives which potentially may lead to less than optimal decision-making and 'looseness' in the funding calculation for maintenance and renewals;

- Lack of medium term (10yr) scored, prioritised, planned and costed renewal programs for the asset classes covered by this plan.

We will endeavour to manage these risks within available funding by:

- Maintaining a risk based approach to maintenance and renewal activities
- Conducting regular condition audits and site inspections to determine the remaining useful life of assets and maintenance requirements. This includes adherence to Australian Standards and best practice notes as produced by IPWEA;
- Continued effort to rationalise collected data and improved processes to ensure data completeness and accuracy;
- Improved training and education of staff to increase awareness and adherence with associated standards, and;
- Request funding for renewals as required and to monitor trends of maintenance requirements and techniques.

1.7 ASSET MANAGEMENT PRACTICES

Our systems to manage assets include:

- TechnologyOne

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

1.8 MONITORING AND IMPROVEMENT PROGRAM

The next steps resulting from this asset management plan to improve asset management practices are:

- Develop a program of regular condition inspections for those asset types not currently subject to condition audits.
- Prioritise the Kerb & Channel network in this process due to the significant renewal expenditure predicted for this asset category in 2020.
- Develop a costed 10 year program which identifies and prioritises specific assets to be programmed for renewal.
- Determine a method of allocating Management and AM systems costs to specific asset categories.

2. INTRODUCTION

2.1 BACKGROUND

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The asset management plan is to be read in conjunction with the Rural City of Wangaratta planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Other related Asset Management Plans
- Road Management Plan
- Long Term Financial Plan
- Road Hierarchy
- Council Plan 2017-21

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets either directly or indirectly provide or support access across the municipality.

TABLE 2.1: ASSETS COVERED BY THIS PLAN

Asset Category	Dimension	Unit	Replacement Value (\$000)
Sealed Roads	684	km	\$300,913
Unsealed Roads	1144	km	\$93,457
Kerb & Channel	260	km	\$26,762
Carparks	29	no.	\$3,172
Paths	241	km	\$22,490
TOTAL			\$446,794

2.2 GOALS AND OBJECTIVES OF ASSET OWNERSHIP

This Roads Asset Management Plan (RAMP) aids responsive management of assets (and the services provided from assets), compliance with regulatory requirements and records funding needs to provide the required levels of service over the forward planning period.

The fundamental purpose of a RAMP is to demonstrate good long-term strategic management of roads in the context of:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

This asset management plan is prepared under the direction of the Rural City of Wangaratta's vision, mission, goals and objectives.

Our vision is:

Rural City of Wangaratta – Feels Like Home

Relevant goals and objectives and how these are addressed in this asset management plan are:

TABLE 2.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS PLAN

Pillar	Objective	How Pillar and Objectives are addressed in AM Plan
We Are Sustainable	To be economically and environmentally sustainable	<p>Our team will make the best and most efficient use of Council's resources.</p> <p>Our buildings, facilities and assets will be utilised in an efficient and equitable way.</p> <p>Our legislative, governance and compliance requirements will be met.</p> <p>Asset management systems are maintained</p> <p>Our protection of the environment underpins our development, projects and decisions.</p> <p>Our community and recreation facilities are well maintained.</p>
We are established	To create and maintain the facilities and assets that make our Community a safe, connected and enjoyable place to live.	<p>Our infrastructure is developed and maintained based on what we understand is important to the people who live, work and visit here.</p> <p>We will achieve a 90% annual completion rate for our capital project delivery.</p> <p>We will achieve 25% completion of strategic actions within the Asset Management strategy annually.</p> <p>Our road network is monitored to meet the current and future needs of our community and our industries.</p> <p>We will meet 100% compliance with scheduled road inspections.</p> <p>We will meet 90% compliance with defect rectification.</p> <p>Our infrastructure provides community links to recreational, business, services, social and cultural spaces.</p>

The Rural City of Wangaratta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

2.3 CORE AND ADVANCED ASSET MANAGEMENT

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual³. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

³ IPWEA, 2015, IIMM.

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

TABLE 3.1: COMMUNITY SATISFACTION SURVEY LEVELS

Performance Measure	2018		2017	
	Performance Score	Importance Score	Performance Score	Importance Score
Condition of Sealed Local Roads	56	80	56	80
Condition of Unsealed Roads	46	80	46	77
Condition of Streets & Footpaths	58	80	57	76
Parking	52	75	56	70

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

3.2 LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include:

TABLE 3.2: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
<i>Local Government Act 1989</i> (Vic)	Sets out role, purpose, responsibilities and powers of local governments including the requirement to prepare a long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
<i>Road Management Act 2004</i> (Vic)	Impacts on road and traffic management considerations.
<i>Road Management (General) Regulations 2016</i>	Prescribes certain matters that must be recorded on a Register of Public Roads and provides for the protection of roads and property.
<i>Road Management Act 2004 Code of Practice - Operational</i>	Provides guidance on how operational responsibility for elements of the road reserve is assigned to various road authorities.
<i>Disability Discrimination Act 1992</i> (Vic)	To plan, provide and redevelop infrastructure, so that it is accessible to persons with a disability as defined under the act.
<i>Occupational Health and Safety Act 2004</i> (Vic)	Sets out the roles and responsibilities to ensure the health, safety and welfare of persons at work.
<i>Transport Integration Act 2010</i> (Vic)	Integrates the legislation contained within: Transport (Compliance and Miscellaneous) Act 1983; Road Management Act 2004 and;

Legislation	Requirement
	Road Safety Act 1986 Includes references to the provision and maintenance of community transport infrastructure in the municipal district.
<i>Road Safety Act 1986 (Vic)</i>	Sets out the general obligations of road users in relation to responsible road use in order to provide for safe, efficient and equitable road access.

3.3 CUSTOMER LEVELS OF SERVICE

Service levels are defined in two measures, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

QUALITY How good is the service ... *what is the condition or quality of the service?*

FUNCTION Is it suitable for its intended purpose *Is it the right service?*

CAPACITY/USE Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor/Poor/Average/Good/Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

TABLE 3.3: CUSTOMER LEVEL OF SERVICE

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective: Road Network provides all weather access and a safe, comfortable ride to all users				
Quality	Road network provides a safe and comfortable ride	CRMs/month relating to service quality	43 requests/month* (avg for past 12 mth) Unsealed Roads – 23 Sealed Roads – 9 Potholes – 7 Line marking – 1 Sweeping – 3	That customer requests will have consistently trended downwards over time

	Expectation	Performance Measure Used	Current Performance		Expected Position in 10 Years based on the current budget.
	Organisational measure	% of roads in very good/good/fair condition in most recent condition survey	90%		90%
	Confidence levels		Med		Medium
Function	Road network meets the needs of all road users	Customer satisfaction higher than the avg. for Regional Centres**	RCoW	Regional Centres	RCoW
		Sealed Roads	56	54	Higher than Regional Centres
		Unsealed Roads	46	52	Higher than Regional Centres
		Streets & Footpaths	58	59	Higher than Regional Centres
	Organisational measure	% projected avg. 10 year lifecycle costs funded in LTFP	100%		100%
	Confidence levels		High		Medium
Capacity and Use	Road network provides reasonable access across the municipality				
	Organisational measure	Traffic count data confirms appropriate use in accordance with road hierarchy	Data collection currently ad hoc		Program developed and implemented
	Confidence levels		Low		Medium

* RCoW CRMS April 2018 – April 2019

** Local Govt Satisfaction Survey 2018

3.4 TECHNICAL LEVELS OF SERVICE

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.⁴ Table 3.5 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

TABLE 3.4: TECHNICAL LEVELS OF SERVICE

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *		Desired for Optimum Lifecycle Cost **
Operations					
	Road Assets are safe for users' needs	Regular programmed condition surveys	Sealed All Unsealed All Kerb & Channel Paths	5 yrs 5 yrs 5 yrs 6 yrs	No plan to change inspection frequencies (see RMP)
		Regular programmed defect inspection in line with RMP	Link mths Collector mths Access mths Limited Acc 12mths	3 6 12	No plan to change inspection frequencies (see RMP)
Maintenance					
	Respond to maintenance CARs	Works completed within adopted timeframes	Not currently monitored		>85% completed within nominated timeframes
Renewal	Ensure	% of assets at a	90%		Maintain current

⁴ IPWEA, 2015, IIMM, p 2|28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	renewal activities are undertaken at the optimum time in the asset's lifecycle to provide best value for money	condition of 3 or better Use prioritisation criteria to score and identify highest priority projects	Prioritisation criteria not yet established for renewal projects	service level Establish weighted prioritisation criteria and score all proposed projects.
Upgrade/New				
	Prioritise construction of upgraded and new assets to meet increased demand in accordance with funding constraints.	Use prioritisation criteria to score and identify highest priority projects	Weighted prioritisation criteria currently used to identify rural road sealing projects	Maintain current service level

Note: * Current activities and costs (currently funded)

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (may not be currently funded)

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4. FUTURE DEMAND

4.1 DEMAND DRIVERS

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 DEMAND FORECASTS

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

4.3 DEMAND IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

TABLE 4.3: DEMAND DRIVERS, PROJECTIONS AND IMPACT ON SERVICES

Demand drivers	Present position	Projection	Impact on services
Population Growth 2016 – 2028	28,310*	30,721	Moderate demand for increased and improved services
Ageing population	23% aged 65 and over	Expected to increase over the plan period	May result in an increased demand on the pathway network.
Increased freight kilometres travelled and the use of Higher Productivity Vehicles	The Wangaratta region currently experiences significant levels of freight traffic. Nationally, 'Rest of State' (i.e. excl. Capital Cities and Interstate freight movement) has increased 60%** in the period 2000 - 2017.	Estimates for the period 2018 – 2030 indicate this figure will increase a further 20%**. Over this same period freight operators will continue to update their fleet with Higher Productivity Vehicles with higher axle loadings	The projected increase in freight volumes and the move to vehicles with higher axle loadings will put Council's road infrastructure under pressure and may result in shorter useful lives
Climate Change	Climate change will see an increase risk of extreme weather events including storm events, flooding, sea level rise and fire events	It is expected that climate change will intensify in the medium to long term resulting in an increased number of extreme weather events	There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of the network
Changes to Design Standard/Codes	RCoW currently constructs and maintains its infrastructure assets in accordance with all adopted standards.	It is expected that ongoing changes and developments in standards will result in higher construction and maintenance costs	As changes occur RCoW may need to re-appraise unit costs to ensure budgets are sufficient to meet adopted standards.
Vehicle automation	There is currently little to no use of vehicle automation on the road network across the municipality	It is expected that by 2050 that automated vehicles may account for a significant proportion of the traffic across the network	This may require upgrades to existing infrastructure to accommodate autonomous vehicles

* Source ABS 2016 Census

**Source Bureau of Infrastructure, Transport and Regional Economics (BITRE), 2010, *Road Freight Estimates and Forecasts in Australia: Interstate, Capital Cities and Rest of State*, Report 121, Canberra Act

4.4 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

TABLE 4.4: DEMAND MANAGEMENT PLAN SUMMARY

Demand Driver	Impact on Services	Demand Management Plan
Population Growth	Significantly increased demand for improved and additional services	Monitor population growth through census data and traffic counts and use as input into developing future works programs
Ageing population	The overall increase in growth will see an increase in usage on all asset types. An increase in the elderly population may also increase demand on the pathway network (including footbridges)	Monitor population growth with a focus on age trends through census data. Ensure all new works are undertaken in accordance with DDA requirements to allow for usage by persons of all abilities
Increased freight kilometres travelled and the use of Higher Productivity Vehicles	The projected increase in freight volumes and the move to vehicles with higher axle loadings will put Council's road infrastructure under pressure and may result in shorter useful lives.	Develop designated freight networks utilising the National Heavy Vehicle Regulator (NHVR) and encourage freight to arterial roads where possible. Monitor through NHVR database and continued traffic counts
Climate Change	There will be an increase of structural damage caused by extreme events and an increase in deterioration rates of the network	Investigate the development of a Climate Change Adaptation Policy/Strategy
Changes to Design Standard/Codes	As changes occur RCoW may need to re-appraise unit costs to ensure budgets are sufficient to meet adopted standards.	Monitor and assess proposed changes for impacts on construction and maintenance costs.
Vehicle automation	This may require upgrades to existing infrastructure to accommodate autonomous vehicles	Monitor ongoing developments in this area and identify opportunities for Council to respond to changes as and where necessary.

4.5 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional asset is shown in Figure 1.

FIGURE 1: UPGRADE AND NEW ASSETS TO MEET DEMAND – (CUMULATIVE)

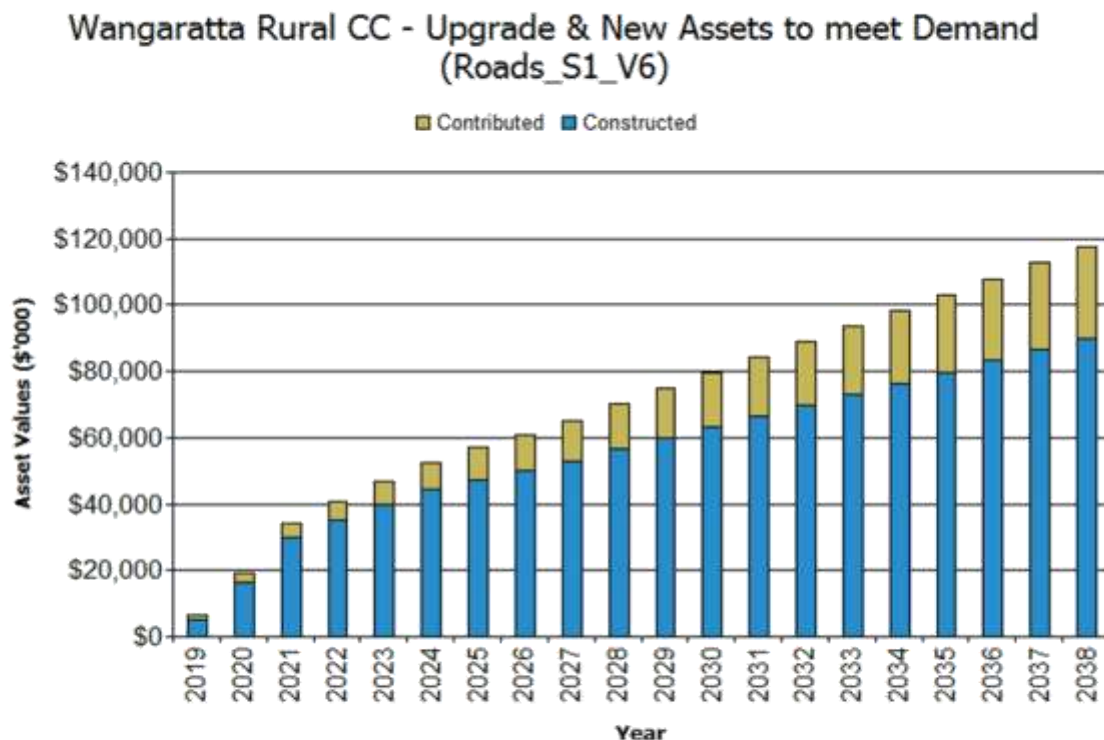


Figure Values are in current (real) dollars.

Acquiring these new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial plan further in Section 5.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Rural City of Wangaratta plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 BACKGROUND DATA

5.1.1 PHYSICAL PARAMETERS

The assets covered by this asset management plan are shown in Table 2.1 and include sealed and unsealed roads, kerb & channel, carparks and paths.

The age profile of the assets included in this AM Plan and shown in Figure 2, are in most cases estimates only. Many assets were acquired between 30 and 60 years ago and detailed records of construction and acquisition are not available.

FIGURE 2: ASSET AGE PROFILE

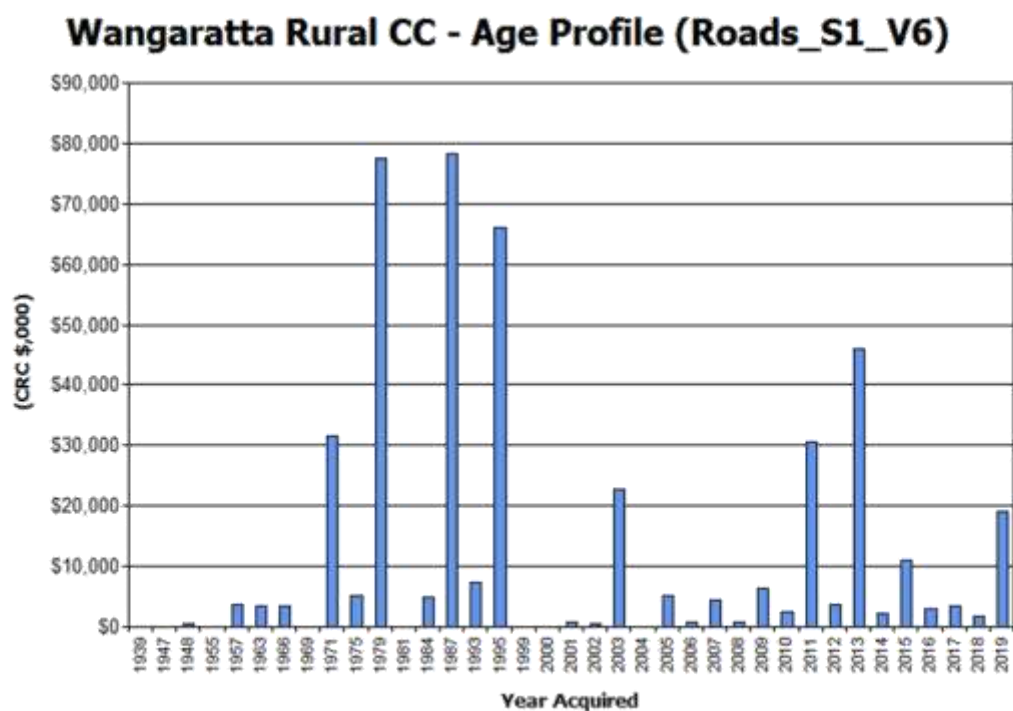


Figure Values are in current (real) dollars.

5.1.2 ASSET CAPACITY AND PERFORMANCE

Assets are generally provided to meet design standards where these are available. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

TABLE 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Sandford Road	Upgrades to improve heavy vehicle access to industrial precinct
Benalla – Whitfield Road	Sealing of unsealed link road to improve safety & enhance tourism

5.1.3 ASSET CONDITION

Condition is monitored through a rolling program of condition inspections. However not all asset types covered by this plan are included in this program. This is illustrated in Fig. 3 below, which shows assets which are not rated for condition.

The condition profile of our assets is shown in Figure 3.

FIG 3: ASSET CONDITION PROFILE

Wangaratta Rural CC - Condition Profile (Roads_S1_V6)

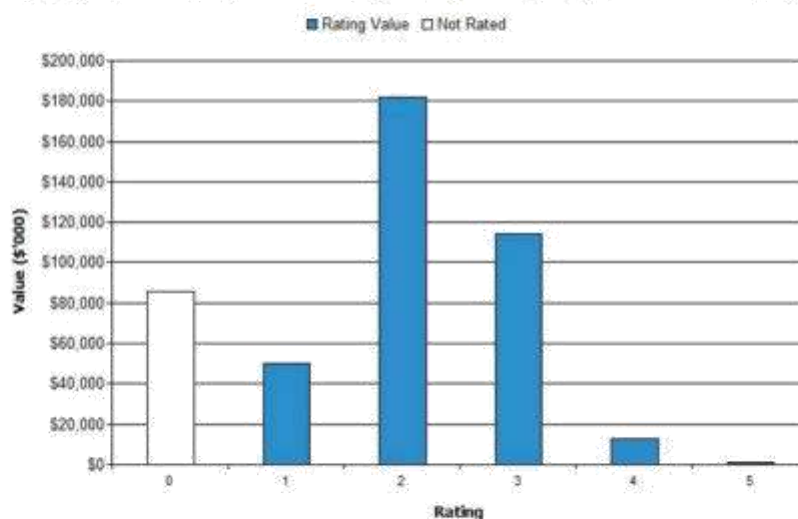


Figure Values are in current (real) dollars.

Currently the network is generally in fair to good condition with the majority of assets ranked as either condition 1, 2 or 3, with a relatively smaller number of assets approaching end of life. Road Formation (earthworks) are not currently assessed for condition as this asset type is generally considered not to deteriorate significantly over time. It will be important to monitor the deterioration of the network asset condition as the assets in condition 3 continue to deteriorate. Those assets rated at condition 5 will need to be assessed for either renewal or disposal should they no longer be required. Confidence is lowest in the condition of Council's kerb & channel assets. Funding has been approved for a condition survey of this asset class in the forthcoming financial year.

Condition is measured using a 1 – 5 grading system⁵ as detailed in Table 5.1.3.

TABLE 5.1.3: SIMPLE CONDITION GRADING MODEL

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance

⁵ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

5.2 OPERATIONS AND MAINTENANCE PLAN

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, street sweeping, utilities costs and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. road patching.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

TABLE 5.2.1: MAINTENANCE AND OPERATIONS EXPENDITURE TRENDS

Year	Maintenance Budget \$000
2019	\$2540
2020	\$2577
2021	\$2649

Maintenance expenditure levels are considered to be adequate to meet projected service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

SUMMARY OF FUTURE OPERATIONS AND MAINTENANCE EXPENDITURES

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2019 dollar values (i.e. real values).

FIGURE 4: PROJECTED OPERATIONS AND MAINTENANCE EXPENDITURE

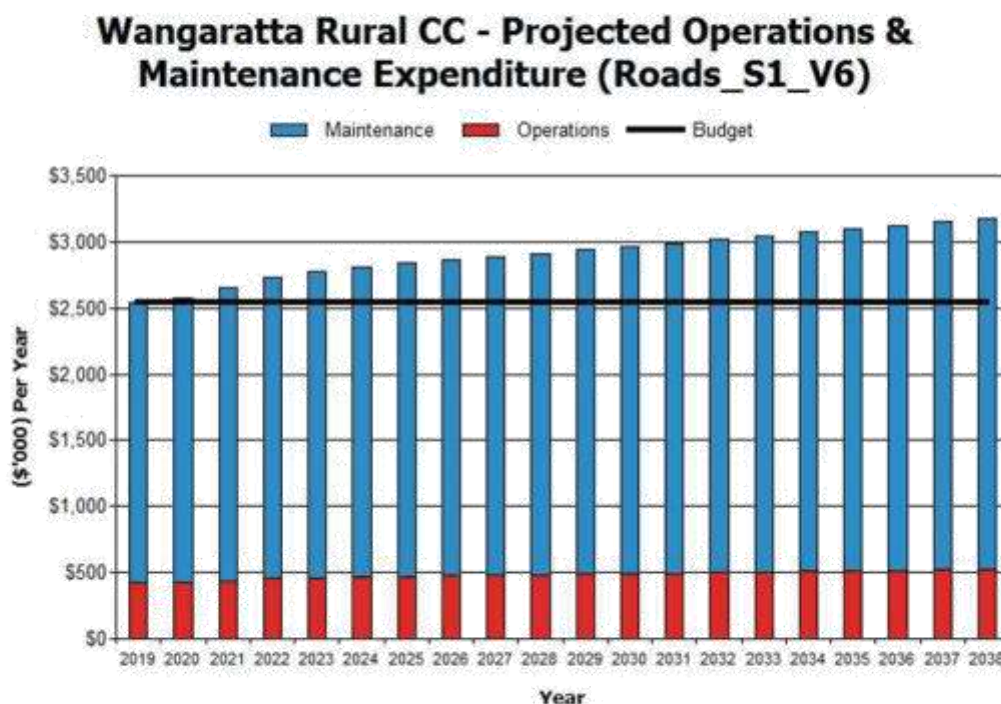


Figure Values are in current (real) dollars.

The above graph highlights a need for Council to increase both maintenance and operations budgets in the future to keep up with asset growth and corresponding expenditure needs.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.3 RENEWAL/REPLACEMENT PLAN

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or

- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 is used for this asset management plan.

5.3.1 RENEWAL RANKING CRITERIA

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. widening of busy road), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).⁶

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have the highest average age relative to their expected lives,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁷

Weighted renewal and prioritisation criteria have been developed for upgrade projects i.e. sealing of rural roads however this methodology of ranking projects has not been extended to renewal at this stage.

5.3.2 SUMMARY OF FUTURE RENEWAL AND REPLACEMENT EXPENDITURE

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix A.

⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

FIG 5: PROJECTED CAPITAL RENEWAL AND REPLACEMENT EXPENDITURE

Wangaratta Rural CC - Projected Capital Renewal Expenditure (Roads_S1_V6)

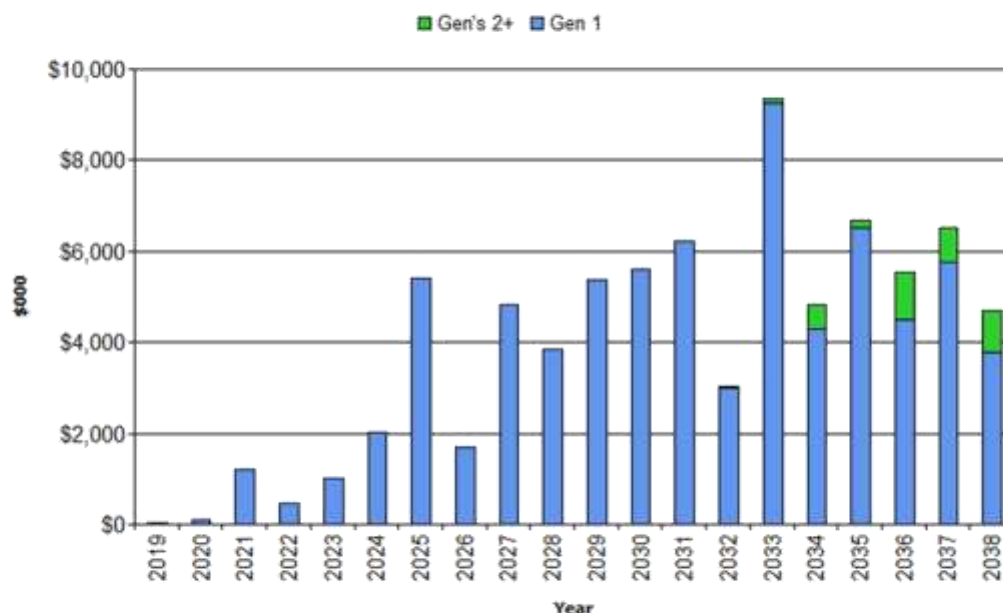


Figure Values are in current (real) dollars.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

5.4 CREATION/ACQUISITION/UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

5.4.1 SELECTION CRITERIA

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The current priority ranking criteria for sealing rural roads is detailed below.

TABLE 5.4.1: NEW ASSETS PRIORITY RANKING CRITERIA

Criteria	Scoring
Road Hierarchy	Link Road 12 Points Collector Road 8 Points Access Road 4 Points Limited Access Road 0 Points
Total Number of Vehicles per Day	0.1 Points / Vehicle
Number of Heavy Vehicles per Day	0.5 Points / Heavy Vehicle
Number of rural properties (potential houses)	2 Points / Property
Destination <ul style="list-style-type: none"> School or Kindergarten Public gathering place, e.g. Public Hall or Cemetery Tourist destination, e.g. Cellar Door or Cafe 	School or Kindergarten 12 Points Public Gathering Place 8 Points Tourist Destination 4 Points
Request to seal road	1 Point / Road

5.4.2 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

FIG 6: PROJECTED CAPITAL UPGRADE/NEW ASSET EXPENDITURE

Wangaratta Rural CC - Projected Capital Upgrade/New Expenditure (Roads_S1_V6)

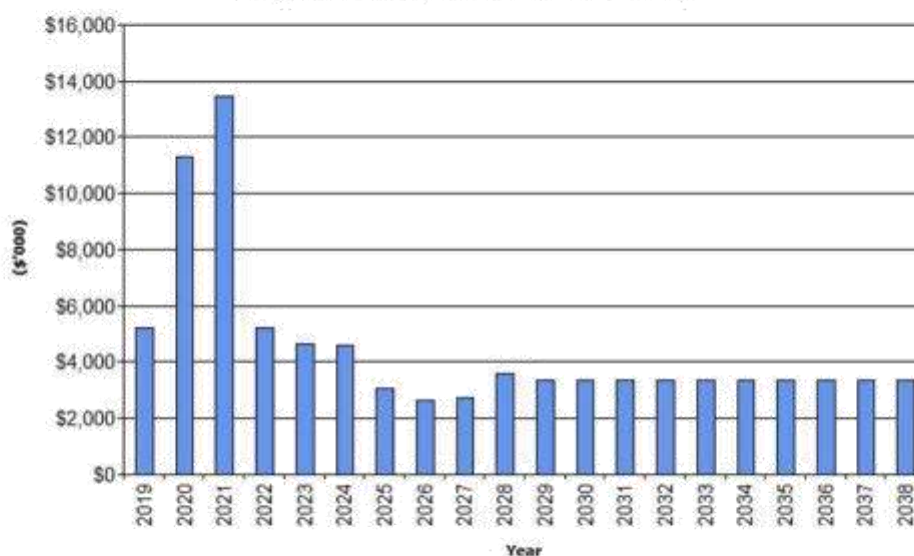


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan but only to the extent of the available funds

When consideration is given to the acquisition of new assets, the lifetime cost of those assets must be well understood. The operations and maintenance costs attributable to those assets must be identified and funded through the budget process.

5.4.3 SUMMARY OF ASSET EXPENDITURE REQUIREMENTS

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

FIG 7: PROJECTED OPERATING AND CAPITAL EXPENDITURE

Wangaratta Rural CC - Projected Operating and Capital Expenditure (Roads_S1_V6)

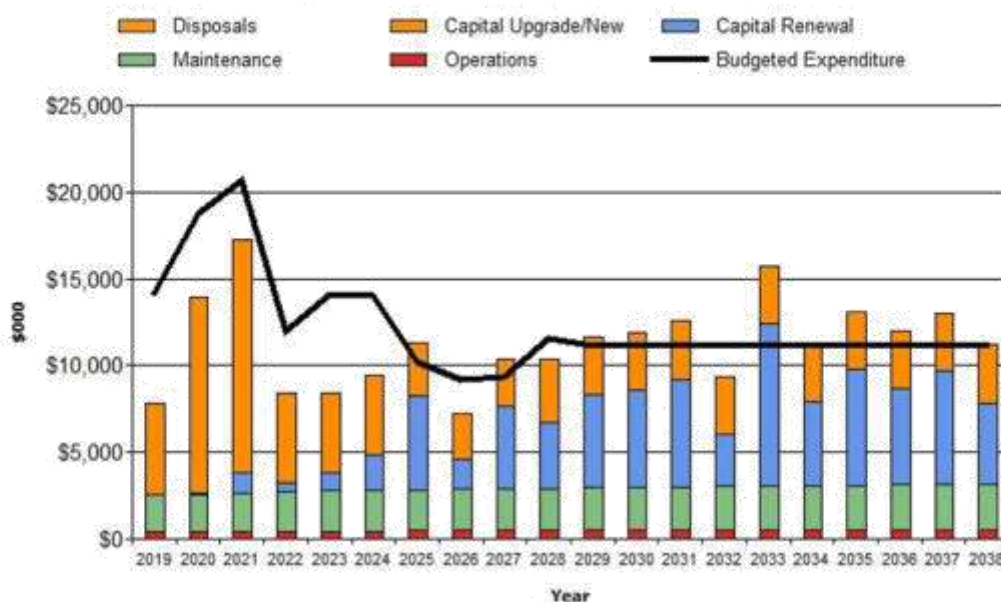


Figure Values are in current (real) dollars.

5.5 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Road assets are rarely disposed of, except in the case where a road is considered to be no longer required for access purposes and there is interest in acquiring the land for private use. Disposal of road assets generally relates to unconstructed road reserves and rarely results in physical changes on the ground. At present there are no road assets being considered for disposal.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Council, through the process of updating its Corporate Risk Register will seek to understand, define and put in place strategies to manage identified infrastructure risks.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'⁸.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

TABLE 6.1 CRITICAL ASSETS

Critical Asset(s)	Failure Mode	Impact
Link Roads	Deterioration of surface and/or pavement	Reduction in service capability resulting in potential detours, load limits, diversions and increased travel times.
Collector Roads	Deterioration of surface and/or pavement	Reduction in service capability resulting in potential detours, load limits, diversions and increased travel times.
Car Parks	Deterioration of surface and/or pavement	Pedestrian fall resulting in personal injury
A road that is the only access to a dwelling or business, for emergency services, that is impassable for extended periods	Structural failure	Adverse Public Health and Safety outcomes.

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

⁸ ISO 31000:2009, p 2

6.2 RISK ASSESSMENT

The risk management process used in the development of this asset management plan is shown in Figure 6.2.

The fundamentals of the risk management process have been formed from the International Standard ISO 31000:2009 Risk Management - Principles and Guidelines, and the process has been designed to provide a logical method for the identification, analysis and treatment of risk.

FIG 6.2 RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process includes the:

- identification of risks;
- consideration of the likelihood of the risk event occurring and the consequences should the event occur;
- allocation of a risk rating;
- evaluation of the risk; and
- development of a risk treatment plan for non-acceptable risks.

In the development of this management plan a risk assessment was completed to identify the risks likely to impact the Roads Asset Group.

Risks that were identified as critical to the Infrastructure Risk Management Plan are shown in Table 6.2. These risks will be addressed and treated through actions generated by the Roads Asset Management Plan.

TABLE 6.2: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	Risk Description
Road Network	A failure to understand the current condition of existing infrastructure will result in an unsustainable fiscal position and consequent financial or service level impacts to the community.
Road Network	Poorly maintained Council assets may result in property damage, injury or death of a member of the public or staff member.
A road that is the only access to a dwelling or business for emergency services and is impassable for extended periods	Adverse public health & safety outcomes

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

TABLE 6.3: RESILIENCE

Threat / Hazard	Resilience (L, M or H)	Improvements / Interventions
Extreme Weather Event	Medium	Ensure Council's Municipal Emergency Management Plan remains current and covers all reasonably foreseeable potential emergency situations.
Climate Change	Low	No specific strategic documents (Policy, Strategy or Plan) have been developed to address the effects of climate change on the RCoW, as identified in the DELWP "Climate Change Adaptation Governance Assessment", 2017. ¹

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 WHAT WE CANNOT DO

- Currently there are no identified activities that Council believes it will be unable to undertake in the medium term.

6.4.2 SERVICE TRADE-OFF

Identified operations and maintenance activities and capital projects can be undertaken with current funding however a reduction in funding may maintain or create service consequences for users. These include:

- Reduced capacity
- Diversions and increased travel times

6.4.3 RISK TRADE-OFF

Trade-offs that may result from a reduction in funding for operations and maintenance activities and capital projects may include:

- Diminished asset lifecycles
- Increased lifecycle cost

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 FINANCIAL STATEMENTS AND PROJECTIONS

7.1.1 ASSET VALUATIONS

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at current replacement cost.

Gross Replacement Cost \$446,794,000

Depreciable Amount \$446,794,000

Written Down Value \$221,861,000

Annual Average Asset Consumption \$8,846,000



7.1.2 SUSTAINABILITY OF SERVICE DELIVERY

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 20 years of the forecasting that we expect to have 128% of the funds required for the optimal renewal and replacement of assets.

MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$4,812,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$7,996,000 on average per year giving a 10 year funding surplus of \$2,757 per year.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long Term Financial Plan.

7.1.2 PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2019 real values.

TABLE 7.1.2: PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN (\$000)

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2019	\$421	\$2,119	\$19	\$5,237	\$0
2020	\$427	\$2,150	\$85	\$11,318	\$0
2021	\$439	\$2,210	\$1,203	\$13,450	\$0
2022	\$453	\$2,280	\$461	\$5,198	\$0
2023	\$459	\$2,311	\$1,026	\$4,644	\$0
2024	\$465	\$2,340	\$2,028	\$4,610	\$0
2025	\$471	\$2,368	\$5,397	\$3,051	\$0
2026	\$475	\$2,389	\$1,689	\$2,658	\$0
2027	\$478	\$2,408	\$4,806	\$2,715	\$0
2028	\$482	\$2,428	\$3,833	\$3,616	\$0

7.2 FUNDING STRATEGY

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the Rural City of Wangaratta determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

7.3 VALUATION FORECASTS

Asset values are forecast to increase as additional assets are commissioned and brought into service

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

7.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

TABLE 7.4: KEY ASSUMPTIONS

Assumptions	
1.	A growth rate of 0.3% has been applied for the period of this plan. These rates are considered to be conservative and may increase due to stronger than anticipated growth in new developments.
2.	A split of 80/20 has been assumed between planned and reactive maintenance.
3.	RCoW's asset condition scoring system, which uses a scale of 0 – 10, has been normalised to 1 – 5 to conform to the requirements of the model.
4.	All assets covered by this plan are assumed to have no residual value at end of their useful life - (Management Reporting Coordinator).
5.	Acquisition dates are generally unknown. However this is a parameter that is required for the modelling to run. Assumed acquisition dates used in this model have been arrived at by subtracting the difference between Useful Life and Remaining Useful Life from current year, e.g. Useful Life (80yrs) - Remaining UL (55yrs) = Expended Life (25yrs), 2019 - 25 = 1994 (Estimated Acquisition Date). Allen Mapstone, Director Strategic Asset Management IPWEA Australasia & NAMS Canada confirmed this calculated value is an appropriate substitute when actual dates are unknown. All road formation assets have been assigned an acquisition date of 1995 in TechOne. This results in the anomaly that many pavement assets appear to be older than the formation they are constructed upon. For the purposes of this plan formation has been assigned the same age as the associated pavement asset. This does not affect the projected expenditures as the 200 year expected life of Formation pushes any renewals outside the 20yr timeframe of this plan.
6.	LTFP & SRP expenditure figures are from D18/31863(v2) and are most up to date figures available - (Financial Coordinator)
7.	It is anticipated there will be no material change in service levels
8.	Asset data is reasonably complete and physical attributes are reasonably accurate.

Assumptions	
9.	Estimates of remaining useful life used in this plan are theoretical values derived from a linear degradation of condition over time.
10.	Budget figures for Renewal and Upgrade/New from LTFP and SRP. Renewal figures for 2029-38 are the average of previous 10yrs LTFP figs. Upgrade/New figures for the same period are an average of the previous 5yrs as the very high spends in the early years of the plan would have skewed the projections.

7.5 FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale⁹ in accordance with Table 7.5.

TABLE 7.5: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be C Uncertain.

8. PLAN IMPROVEMENT AND MONITORING

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

8.1 STATUS OF ASSET MANAGEMENT PRACTICES¹⁰

8.1.1 ACCOUNTING AND FINANCIAL DATA SOURCES

- Rural City of Wangaratta Long Term Financial Plan
- Rural City of Wangaratta Budget 2018/19
- TechnologyOne CS Production Database

8.1.2 ASSET MANAGEMENT DATA SOURCES

- TechnologyOne CS Production Database

8.2 IMPROVEMENT PLAN

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

TABLE 8.1: IMPROVEMENT PLAN

Task No	Task	Responsibility	Resources Required	Timeline
1	Approximately half RCoW's seal assets have not been commissioned in TechOne. The assets exist in the system and their physical attributes are recorded however there are no financial records associated with them. To enable these assets to be included in the modelling estimated values have been applied. These assets should be commissioned recognised through this year's revaluation process.	Finance	Internal	Oct 2019
2	Documented ranking and prioritisation criteria needs to be established for proposed renewal and upgrade/new projects. Programs of works should then be developed for at least the next 5 yrs based on this methodology.	Asset Planning	Internal	November 2019
3	Completion of the Capitalisation and Asset Handover process preferably with documented work flows in WIM which will ensure all new assets are captured and all required attributes recorded.	Asset Planning, Delivery and Finance	Internal	July 2019
4	An Infrastructure Risk Management Plan and Risk Register be developed in order to; <ul style="list-style-type: none"> • identify risks to RCoW that may impact on the delivery of services from 	Asset Planning and Governance	Internal	June 2020

¹⁰ ISO 55000 Refers to this the Asset Management System

Task No	Task	Responsibility	Resources Required	Timeline
	infrastructure, <ul style="list-style-type: none"> • select credible risks for detailed analysis, • prioritise risks, • identify risks requiring treatment by management action, • develop risk treatment plans identifying the tasks required to manage the risks, the officer/authority responsible for each task, the resources required and the due completion date. 			
5	20% of Council's asset data by value to be reviewed for completeness and accuracy each year. This activity should form part of the revaluation process to ensure both physical attributes and financial records are accurate.	Asset Planning and Finance	Internal	Ongoing
6	Community consultation plan developed on desired service levels for the roads asset group.			

8.3 MONITORING AND REVIEW PROCEDURES

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years and is due for complete revision and updating within six months of each Council election.

8.4 PERFORMANCE MEASURES

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans

9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Rural City of Wangaratta Council Plan 2017-21
- Rural City of Wangaratta Annual Budget 2018/19

10. APPENDICES

Appendix A Projected 10 year Capital Renewal and Replacement Works Program

Appendix B Projected 10 year Capital Upgrade/New Works Program

Appendix C LTFP Budgeted Expenditures Accommodated in AM Plan

APPENDIX A PROJECTED 10-YEAR CAPITAL RENEWAL AND REPLACEMENT WORKS PROGRAM

	Projected Capital Renewals Program \$(000)										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Grand Total
Kerb and Channel		\$51	\$17		\$82		\$158		\$112		\$420
Paths	\$19		\$477	\$3	\$17	\$426	\$1,016	\$191	\$208	\$124	\$2,482
Road Seal		\$34	\$205	\$391	\$526	\$1,308	\$2,258	\$1,498	\$2,761	\$2,589	\$11,569
Sealed Pavement									\$29		\$29
Unsealed Road Pavement			\$504	\$67	\$401	\$294	\$1,965		\$1,696	\$1,120	\$6,046
Grand Total	\$19	\$85	\$1,203	\$461	\$1,026	\$2,028	\$5,397	\$1,689	\$4,806	\$3,833	\$20,546

APPENDIX B PROJECTED UPGRADE/EXP/NEW 10-YEAR CAPITAL WORKS PROGRAM

Projected Capital Upgrade/New Expenditure		
Category	Year	Value*
Roads	2019	\$5,237
Roads	2020	\$11,318
Roads	2021	\$13,450
Roads	2022	\$5,198
Roads	2023	\$4,644
Roads	2024	\$4,610
Roads	2025	\$3,051
Roads	2026	\$2,658
Roads	2027	\$2,715
Roads	2028	\$3,616
Roads	2029	\$3,330
Roads	2030	\$3,330
Roads	2031	\$3,330
Roads	2032	\$3,330
Roads	2033	\$3,330
Roads	2034	\$3,330
Roads	2035	\$3,330
Roads	2036	\$3,330
Roads	2037	\$3,330
Roads	2038	\$3,330
*all dollar values in (\$'000)'s		

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APPENDIX C BUDGETED EXPENDITURES ACCOMMODATED IN LTFP

NAMS.PLUS3 Asset Management

Wangaratta Rural CC

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Roads_S1_V6

Asset Management Plan

First year of expenditure projections 2019 (financial yr ending)

Roads

Asset values at start of planning period

Current replacement cost	\$446,794 (000)
Depreciable amount	\$446,794 (000)
Depreciated replacement cost	\$221,861 (000)
Annual depreciation expense	\$8,846 (000)

Calc CRC from Asset Register

\$446,794 (000)

This is a check for you.

Operations and Maintenance Costs for New Assets

	% of asset value
Additional operations costs	0.09%
Additional maintenance	0.47%
Additional depreciation	1.98%

Planned renewal budget (information only)

You may use these values calculated from your data or overwrite the links.

Planned Expenditures from LTFP

20 Year Expenditure Projections

Note: Enter all values in current 2019 values

Financial year ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										
Operations										
Operations budget	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total operations	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421	\$421
Maintenance										
Reactive maintenance budget	\$424	\$424	\$424	\$424	\$424	\$424	\$424	\$424	\$424	\$424
Planned maintenance budget	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695	\$1,695
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total maintenance	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119	\$2,119
Capital										
Planned renewal budget	\$6,465	\$5,086	\$4,670	\$4,226	\$6,966	\$6,914	\$4,577	\$3,986	\$4,072	\$5,424
Planned upgrade/new budget	\$5,237	\$11,138	\$13,450	\$5,198	\$4,644	\$4,610	\$3,051	\$2,658	\$2,715	\$3,616
Non-growth contributed asset value	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Disposals										
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Attachment 1 – Consolidated Feedback – Draft Wangaratta Urban Design Framework (UDF).

Sub No:	Summary of Comments / Issues:	Discussion / Response:	Action Required:
1	<p>The submission supports the principles of the UDF, in particular:</p> <ul style="list-style-type: none"> • Changing the culture of the car centric Central Activities Area (CAA). • Supporting improved pedestrian access in the CAA. • Increase and support cycling within the Central Business District (CBD) • Suggests the need for a bicycle strategy for the CBD 	<p>The submission provides an in depth analysis of the movement network within the CAA, in particular focusing on the areas of cycling and walking.</p> <p>The submission provides support for the principles of the UDF, in particular the documents attempts to create a more pedestrian and cycling safe CAA.</p> <p>The level of detail provided within the submission should provide a great resource for Councils Cycling and Walking Strategy which is currently under development.</p> <p>Refer the submission to the Council's Community and Recreation Department for consideration within the development of the Cycling and Walking Strategy and invite the submitter to become a participant in this Strategy.</p> <p>The walking and cycling strategy can only benefit from the submitters knowledge, in depth analysis and overall support for the principles of cycling and walking provided within this submission.</p>	<ul style="list-style-type: none"> • No change to the UDF required. • Refer the submission to Councils Community and Recreation Department for consultation within the development of the Cycling and Walking Strategy, and invite the submitter to participate. • Notify the submitter.
2	<p>The submission makes the following suggestions in relation to Templeton Street:</p> <ul style="list-style-type: none"> • Street crossing needs to be opened at the railway crossing. • Intersection Baker / Templeton Street needs updating. 	<p>Street crossing needs to be opened at the railway crossing.</p> <p>Due to the proposed railway works associated with the Inland Rail project, there is uncertainty around the final outcomes for pedestrian and cycling access across the railway precinct. Both the UDF and the Health Precinct Structure Plan seek to ensure that the best possible connection is provided to enable the two precincts to interact and allow the free and safe movement of pedestrians and cyclists. At this stage there is no plans to alter the vehicle crossings.</p> <p>Intersection Baker / Templeton Street needs updating.</p> <p>This suggestion is noted, any update of these two streets will need to consider the intersection at a detailed design stage.</p>	<ul style="list-style-type: none"> • No change to the UDF required. • Notify the submitter.
3	<p>The submission is generally supportive of the UDF. The submission makes suggestion for specific shops and land uses along the Ovens River, including Café's, Art Gallery, Gift Shops and a Wine Bar.</p>	<p>The suggestions for potential land uses area noted. The UDF does not propose large scale changes to the zoning of the CAA, which for the area along the Ovens River is predominantly Commercial 1 Zone. This zone does not prohibit the above land uses, so these uses could be considered.</p>	<ul style="list-style-type: none"> • No change to the UDF required. • Notify the submitter.
4	<p>The submission makes the following suggestions for inclusion in the UDF:</p> <ul style="list-style-type: none"> • Impaired or companion dogs. • An index of contents supporting the layout. • Costings. 	<p>The UDF has been designed to improve the experience for users of the CAA, detailed street designs will be required for streetscape upgrades. The UDF supports universal access principles which includes Disability Discrimination Act (DDA) compliant access and tactile strips as appropriate.</p> <p>The table of contents (index) should be amended to increase its legibility to all users.</p> <ul style="list-style-type: none"> • There are no specific costings included in the UDF, the UDF provides options and a vision for the upgrade of the public realm within the CAA. Detailed costings can only be developed at the time of individual streetscape designs. 	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> • Amend the table of contents (index) to remove or alter the bold in fill colours set underneath the black text, to increase its legibility to all users. • Notify the submitter.

5	Requests that a footpath be placed on the south-west side of the Warby Street between Ovens Street and Ryley Street in the future.	<p>The UDF nominated the footpath in Warby Street as an 'Other CAA Footpath', it is noted that no footpath is located on the southwest side of Warby Street.</p> <p>This submission is also referred to Council's Infrastructure Services Department to address the footpath gap within the network.</p>	<ul style="list-style-type: none"> • This submission be referred to Council's Infrastructure department for consideration. • No change to the UDF required. • Notify the submitter.
6	<p>This submission provides general support for the Draft UDF and makes the following suggestions:</p> <p>Cycling:</p> <ul style="list-style-type: none"> • E-bike charging stations should be considered and integrated. • The use of E-bikes is growing and will only increase, these bikes can be used as a form of transport. <p>Bike loops and hub:</p> <ul style="list-style-type: none"> • These loops will be good. • The existing bike hub is difficult to access, could be better positioned within the city in a location like the King George Gardens. <p>Pedestrian Crossings:</p> <ul style="list-style-type: none"> • Agree with the crossings, however there should be more designated crossings, including a zebra crossing outside the Post Office. <p>Car parking:</p> <ul style="list-style-type: none"> • Wangaratta currently has a good supply of car parking. • There is a need to break the car-centric culture. • The flow of the city will benefit from a focus on busses, pedestrians and cycling as described within the UDF. <p>Rivers:</p> <ul style="list-style-type: none"> • Rivers have to be a major focal point. • They are a unique quality that the city has. • Making the frontage more attractive is desirable, however there is a need to protect existing habitat. <p>Street/ Park Furniture:</p> <ul style="list-style-type: none"> • Consider the use of recycled plastic furniture, it is a very robust and maintenance free material. 	<p>The submission makes some very relevant suggestions, the following responses are provided:</p> <p>E – bikes:</p> <p>Similar to charging stations for vehicles, it is possible that private enterprise in the future may want to enter this space. Advancements in technology have seen a rise in the availability of E-bikes on the market place. E-bikes in many countries are used for commuting purposes, given the generally flat topography of Wangaratta, it is not out of the question that commuting on E-bikes could see growth. Council's Walking and Cycling Strategy is paving the road map for cycling and walking within the greater city and end of trip facilities like charging stations will be considered. The UDF should support this strategy, however at this stage it should not go as far as nominating locations.</p> <p>Bike Hub (Existing and potential future hubs):</p> <p>The view that the existing bike hub is difficult to access is noted. Any relocation of a future bike hub should be considered under the Walking and Cycling Strategy – refer submission to this Strategy.</p> <p>Pedestrian Crossing – Post Office:</p> <p>The plan nominates the upgrade of the pedestrian crossing opposite the Post Office, it is not known at this stage if this will be a zebra crossing / pedestrian priority crossing due to the status of Murphy Street. Council is undergoing a Movement and Place exercise in consultation with Transport Victoria, which will further define the roles of Murphy Street and other streets in the CAA. Given the current role of Murphy Street is unlikely at this stage that a pedestrian priority crossing would be created.</p> <p>Rivers:</p> <p>The submitter has touched on the unique qualities and setting of the city at the confluence of the Ovens and King River and that approximately 2/3 of the CAA is directly surrounded by river frontage. This is unique to Wangaratta and should be celebrated, this characteristic has also been raised by the Design Review Panel process, further discussion and how to enhance the UDF is contained later in this table.</p> <p>Street/ Park Furniture – Recycled Plastic Furniture:</p> <p>The use of recycled materials is considered under Section 3.4.5 of the UDF. Council presently uses recycled plastic furniture in many of its public works, in particular in nature reserves for its durability.</p> <p>Further examples could be included in the toolkit, including the use of recycled plastic timber slates on park seating and examples of this should be included.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> • Include reference to E-charging stations for both bikes and motor vehicles, however it should stop short of nominating any specific locations. <p>Looking into the future Council needs to be aware of these facilities and in time accommodate these facilities in public works, either as the lead partner or through a private / public partnership.</p> <ul style="list-style-type: none"> • Include reference to recycled timber / eco wood options in street furniture. • Notify the submitter.

7	<p>The following comments are made by the submitter:</p> <ul style="list-style-type: none"> Investigate rear to curb parking (creates no loss of car parking and safer for cyclists). Costs of the proposal need to be sold to the rural ratepayers. Investigate park and ride bus service – allow regional people to get to CBD without using a car. Need for a ring road to get traffic out of the CBD. A bypass for Rowan / Reid and Murphy Street is needed. An additional River crossing is required. 	<p>The following comments are provided in response to the suggested changes to the UDF:</p> <p>Rear to curb parking This style of car parking is not allowed under the Victorian Road rules.</p> <p>Park and ride Service: The suggestion over the park and bus ride service has merit, however Council is not in control of the bus network within Wangaratta. Council's car parking study advocates for all day car parking to be shifted to the fringe of the CAA, with strong pedestrian connections into the core of the CAA, allowing ease of access to all day users of the CAA and freeing up car spaces for short term usage.</p> <p>Ring Road / Bypass The submitter's suggestion about the need for a ring road, an additional river crossing and a bypass for Rowan and Reid Street are large scale infrastructure projects. These types of projects would require extensive transport and traffic analysis to fully understand their benefit as well as their possible impacts, this type of study has not be undertaken as part of the UDF. Therefore it would not appropriate to recommend such changes to the draft to support these projects.</p>	<ul style="list-style-type: none"> No change to the UDF required. Notify the submitter.
8	<p>The submission raises the following issues / suggestions:</p> <ul style="list-style-type: none"> Difficulty reading maps – incomplete key codes. Object to removal of angle car parking Ovens Street. Victoria Parade – ability to become a key walkway has been compromised by Co-Store loading area and bin storage etc. Reid Street pedestrian crossing upgrade needs to minimise conflict with intersection with Victoria Parade. 	<p>Map legends: All legends associated with the maps are to be reviewed and if necessary updated for accuracy, it is noted that there are some errors and omissions and these have been corrected in the updated UDF.</p> <p>Car Parking – Ovens Street The UDF does not propose a detailed design for car parking on Ovens Street. Any alteration in the configuration of car parking would be at the detailed design stage.</p> <p>Victoria Parade Agree in part, that development along Victoria Parade has diminished the ability to realise the original UDF vision for this area. However, opportunity still exists for this area to be enhanced and the UDF still seeks to create a strong pedestrian connection between Reid Street and Faithful Street.</p> <p>Reid Street Pedestrian Upgrade: Council is currently pursuing the creation of a pedestrian crossing at Reid Street, the final design details will have to consider all users of this area and vehicles accessing Victoria Parade.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> Updated maps and legends to correct errors and increase the legibility of the maps. Notify the submitter.
9	<p>The submitter supports the principles of the UDF, in particular for the following reasons:</p> <ul style="list-style-type: none"> Development of modern, vibrant and people centred town building on the strengths if its geography, climate and street layout. Supports healthy living, lifestyles and provides exciting economic opportunities for retailers. Modernising the CBD for existing residents and tourists alike. Making the CBD more pedestrian / cycle friendly and less car dominated, would not deter shoppers it would increase both local and out of town customers. 	<p>This submission clearly supports the draft UDF, specifically around the principles of promoting a healthy and safe environment to enable and encourage walking and cycling. No changes required to the UDF.</p>	<ul style="list-style-type: none"> No change to the UDF required. Notify the submitter.

	<ul style="list-style-type: none"> Central car parking hubs are the key with strong pedestrian links throughout the CBD. Plan builds on strength of Wangaratta having pedestrian and cycling friendly terrain. Council has an obligation on it to adopt plans that promote healthy lifestyles to assist in combating preventable health issues (being active). This framework does that clearly. 		
10	<p>The submission provides strong support for the UDF, specifically:</p> <ul style="list-style-type: none"> focus on promoting walking and cycling. provision of water drinking fountains and refill stations. greening of the CAA. recognition of the ageing population. <p>The following additions to the plan are suggested:</p> <ul style="list-style-type: none"> Review the framework through the healthy ageing – Age Friendly Cities. Ensure areas outside the CAA are safe and connected to the CAA through cycling and pedestrian paths. Encourage users to park outside the CAA and then cycle and walk into the CAA, with the exception of car parking for people with limited mobility. Greening of the city – encourage edible gardens and food sharing. National Heart Foundation – “Healthy Active by Design Framework and master checklist, could prove a useful resource for future developers. 	<p>The submission supports the principles of the UDF, the following responses are provided to the suggested changes:</p> <p><i>Review the framework through the healthy ageing – Age Friendly Cities.</i></p> <ul style="list-style-type: none"> The aims and objectives of the UDF are to create a CAA which allows all users to navigate safely and efficiently throughout the CAA, future treatments of public spaces have been designed to assist aged residents, by removing barriers. <p><i>Ensure areas outside the CAA are safe and connected to the CAA through cycling and pedestrian paths.</i></p> <ul style="list-style-type: none"> Council is currently developing a Walking and Cycling Strategy, this Strategy will guide the future development of walking and cycling infrastructure for Wangaratta ensuring that connections are provided across the municipality to provide for the development of a comprehensive network. <p><i>Encourage users to park outside the CAA and then cycle and walk into the CAA, with the exception of car parking for people with limited mobility.</i></p> <ul style="list-style-type: none"> Council’s adopted Wangaratta Car Parking Plan advocates for this, through the creation of long term all day car parking being located on the outer extent of the CAA, free up the core for short term and long term accessible car parking. <p><i>Greening of the city – encourage edible gardens and food sharing.</i></p> <ul style="list-style-type: none"> The UDF does not specifically address edible gardens and food sharing, however individual owners could consider locating them within future developments on the private realm. <p><i>Healthy Active by Design</i></p> <ul style="list-style-type: none"> The National Health Foundation provide this useful resource for Council’s and Developers to ensure that development of public works and subdivision encourage healthy lifestyles by the nature of there design. The principles of this program are considered to be embedded within the UDF. Council can choose to use the checklists in its design of public spaces. 	<ul style="list-style-type: none"> No change to the UDF required. Notify the submitter.

11	<p>The submission is from a local land consulting firm and is considered comprehensive. Overall the submission generally supports the principles outlined in the UDF, raises some concerns over the ability to achieve the objectives, offers suggestions for additions and raises a general concern of future land use conflict:</p> <p><u>Provides the following suggestions:</u></p> <p>Achieving increased density:</p> <ul style="list-style-type: none"> The UDF could go further in reducing the barriers to increasing increased density within the CAA. Competing car parking and open space requirements within the scheme, difficult to achieve in the CAA. <p><u>Raises the following concerns:</u></p> <p>Car Parking</p> <ul style="list-style-type: none"> Space to provide car parking is scarce, and with the UDF's encouragement of increased development, would become scarcer still. Most premises suited to shop top housing for instance do not have the appropriate areas for onsite car parking, especially onsite carpark that would comply with the Clause 52.06 Design Standards. Other objectives of the UDF, including increasing the number of premises facing the riverfront boardwalk, activation of laneways currently used for parking, along with a general increase in density across the CA, will directly result in existing carparks being lost. There is considerable argument against the onsite provision of car parks in central areas. Along with space limitations, excessive numbers of crossovers compete with pedestrians on footpaths, and there is an undeniable reduced need for onsite parking within a walkable CAA. Clear policy direction of the parking provision expectations is required to inform future applications to convert unused upper levels, extend existing premises or construct new premises on sites where onsite car parking cannot realistically be provided or maintained in accordance with the Scheme. If Council intends to construct consolidated car parks throughout the CAA, the chosen locations will become key factors for the UDF to consider from a movement and access perspective. 	<p>The following comments and discussion are made:</p> <p>Car Parking</p> <p>Car Parking is one of many considerations in deciding a planning application. The allowance of a reduction or wavering of car parking is assessed on a case-by-case basis.</p> <p>The UDF proposes to include the following for shop top housing: <i>Guideline 85 Provide appropriate car parking allocation in a location that does not detract from the primary frontage (unless parking waiver is granted)</i></p> <p>A planning permit will not usually be required to use land for shop top housing in the commercial zone and mixed use zone which are the predominant zones in the CAA.</p> <p>However Clause 52.06 Car Parking does require a planning permit to reduce car parking spaces below 1 – 2 spaces for a new shop top house or if the floor area of an existing shop top house is increased. This does not apply for a reduction to the number of car parking spaces for a new shop top house in an existing building in a commercial zone if the floor area is not increased.</p> <p>The Parking Overlay at Clause 45.09 that applies to the CAA reduces the car parking rate requirement for various uses in the CAA but does not reduce the car parking space requirement for a new shop top house or if the floor area of an existing shop top house is increased. The Parking Overlay evens out the car parking requirements for businesses across the CAA in recognition of shared car parking but does not require a financial contribution to be paid in lieu of providing car parking spaces.</p> <p>The submitter makes a valid point for the reduction in car parking on the basis of creating a walk/cycle friendly CAA for some residents the need for a car is non-existent.</p> <p>It is not expected that shop top housing will place an unreasonable amount of pressure on car parks in the CAA in the short to medium period due to the amount of car spaces likely to be generated for these uses. However, as a separate project outside of the UDF, Council should consider undertaking further strategic work to review the car parking requirements through a Car Parking Strategy, within the CAA / Health Precinct. This would include investigation into the need for:</p>	<p>The following changes are included in the updated UDF:</p> <p>Car Parking:</p> <ul style="list-style-type: none"> Change Guideline G85 Shop Top Housing to read: Provide appropriate car parking for housing in a location that does not detract from the primary commercial frontage. Note that car parking for shop top housing may not require a planning permit and a waiver may be granted for car parking requirements. <p>Private Open Space</p> <ul style="list-style-type: none"> Change Guideline G86 Shop Top Housing to read: <i>Encourage the provision of private open space as required, ensuring privacy and access to sunlight</i> <p>Development guidelines</p> <ul style="list-style-type: none"> Section 3.4.2 revised to merge retail and café requirements. <p>Gateway approaches:</p> <ul style="list-style-type: none"> Spatial notation and reference of the importance of the gateways, including further work required. <p>Building Signage</p> <ul style="list-style-type: none"> Change Guideline G37 to read: <i>Limit excessive signage on the primary and secondary frontages of corner sites.</i> Notify the submitter.
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	<ul style="list-style-type: none"> ▪ a reduced rate of car parking for dwellings (i.e. shop top housing) ▪ a financial contribution to be paid in lieu of providing car parking spaces to help fund future shared car park infrastructure ▪ differing car parking time allocations to reflect the car parking use of CAA precincts ▪ alternative options for car parking provision <p>The investigation may lead to the development of policy or suitable controls (e.g. revision of the Car Parking Overlay and local laws) and which consider the availability of other forms of transport and the provision for these within the development and surrounding area. Further revisions to the UDF may also be required.</p>	
	<p>Private Open Space</p> <ul style="list-style-type: none"> • The provision of onsite Private Open Space is often a significant barrier to the conversion of existing buildings to provide residential accommodation. • The CAA enjoys generous levels of Public Open Space, and the UDF will facilitate improvements in all public spaces to improve their usability. • It is suggested that the UDF should provide greater policy support for residential conversions to only satisfy the overarching Private Open Space <i>Objective</i>, rather than the prescriptive <i>Standard</i>, on the basis that dwellings in the CAA will enjoy high levels of access to Public Open Space. <p>Land Use Conflict</p> <ul style="list-style-type: none"> • Greater policy direction is required to manage the conflict between two of the UDF's objectives; increased residential and night-time uses in the CAA. • Clause 53.06 (Live Music and Entertainment Noise) of the Planning Scheme requires that a 'noise sensitive residential use' meets prescriptive noise-attenuation requirements, while a 'live music entertainment venue' provide unspecified acoustic-attenuation measures. • The extent of works required to meet this Clause is unknown, and undoubtedly would vary on a case-by-case basis. 	<p>Private Open Space</p> <p>A planning permit will not usually be required to use land for shop top housing in the commercial zone and mixed use zone which are the predominant zones in the CAA. Clauses 54 and 55 do not apply to the commercial zone and Clause 58 does not appear to apply to shop top housing that does not form part of a housing apartment complex. It is therefore important to provide some guidance around private open space for shop top housing.</p> <p>The UDF proposes to include the following for shop top housing: <i>Objective 41 Ensure that new housing provides safe entry and appropriate private open space as required in order to enhance the appeal of living in the CBD</i></p> <p><i>Guideline 86 Provide appropriate private open space as required, ensuring privacy and access to sunlight</i></p> <p>It is acknowledged that the UDF provides clear open space links from the CBD, through to parks and the King and Ovens Rivers and One Mile Creek for pedestrian and cyclist priority movement. Wangaratta is fortunate in this respect and the UDF builds on the work undertaken in the <i>Recreation Strategy and Open Space Strategy 2012</i>.</p> <p>Noting that it is difficult to regulate Private Open Space for shop top housing in the planning system it is appropriate to include the above objective and guideline in the UDF. Both the objective and guideline and provide sufficient flexibility to consider the need or otherwise for Private Open Space and are not 'prescriptive standards' as the submitter suggests.</p> <p>Land Use Conflict:</p> <p>Where a planning permit is required, there are many considerations in making a decision including land use conflict and amenity considerations. These considerations are assessed on a case by case basis.</p> <p>The vision for a number of the precincts is to support a growing night-time and weekend economy while supporting housing development above shops and mixed use housing development. It is not uncommon for activity centre policy to contain these two objectives.</p> <p>The submitter correctly points out that Clause 53.06 recognises this potential conflict between a live music entertainment venue and a noise sensitive residential use and development that is within 50 metres of a live music entertainment venue. The clause provides a mechanism for consideration of these matters.</p>

	<p>The UDF also recognises this potential general land use conflict and proposes to include the following for shop top housing:</p> <ul style="list-style-type: none"> • <i>Guideline 10 Encourage shop-top housing options throughout the Town Centre where conditions are suitable and practical, in order to promote diverse housing options in the city.</i> • <i>Guideline 87 Ensure that the building design is site responsive to the noise and layout of the CBD and adjoining buildings</i> • <i>Guideline 88 The site for shop-top housing should ensure that it does not conflict with any other uses in the CBD - where it does, mitigating measures must be considered to reduce that conflict (double glazed windows, additional insulation etc)</i> <p>No changes are proposed.</p> <p>Ryley Street</p> <ul style="list-style-type: none"> • Under representation of Ryley Street (and its environs). The area is highlighted as an area for further investigation in Figure 3, while the CAA vision at Figure 4 highlights sections of this area either green or pink, without a legend to describe the significance. • This precinct requires significant specific consideration, beyond its inclusion as one of the gateways. • Pedestrian and cyclist improvements along Ryley Street and surrounding areas should also be a priority. The oversized reserve width should be able to accommodate a shared path to connect the CAA bike/foot/shared path network with the shared path adjacent the One Mile Creek, while improving pedestrian access will provide greater connection with the remainder of the CAA. <p>Other Comments</p> <ul style="list-style-type: none"> • The separation of Retail/Commercial and Food & Beverage/Café under Section 3.4.2 results in Guidelines G24-G28 only applying to the former and not the latter. It appears that these guidelines could equally apply to Food & Drinks/ Cafe premises to maintain a consistent, high-quality, streetscape. • Guideline G37 could be reworded if its intent is to limit the <i>amount</i> of signage on the primary and secondary frontages of corner sites. 	<p>The submission raises a good point with regards to the importance of Ryley Street as a major approach and movement corridor. Further work is required on all of the gateway approaches and this has been amended in the UDF in response to this submission.</p> <p>Retail/Commercial and Food & Beverage/Café</p> <p>Comments have been noted and this section of the UDF has been amended in response to this comment.</p> <p>Building Signage - Guideline G37</p> <p>This guideline has been reviewed and reworded to:</p> <ul style="list-style-type: none"> • G37 – Limit excessive signage on the primary and secondary frontages of corner sites. 	
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12	<p>This submission requested the opportunity to present their views on the UDF to council staff, as their request included no specific details on their views. The following key points are a summary of the key issues / points raised by the submitter at the meeting with council staff:</p> <ul style="list-style-type: none"> • Celebrate the unique nature of the Wangaratta CBD – surrounded by King and Ovens Rivers on the East and North of the City. • Car Parking is important – relationship between car parking and level of purchase from the consumer. • Gaps in verandas are detrimental to weather protection. • Lighting needed to create safe environments. • Waste facilities / collection needs to be carefully managed at the rear of shops etc. 	<p>It is noted that the UDF generally supports the views of the submitter. The views of the submitter relating to the celebration of the City's river frontage are in line with the commentary of the Design Review Panel (Office of the State Government Architect), refer to discussion on changes to further celebrate the unique nature of the Wangaratta CBD and its interface with the King and Ovens Rivers.</p> <p>The UDF also seeks to ensure that continued weather protection is provided along streets, either through permanent or temporary protection as applicable. Lighting is to be incorporated in streetscape upgrades and designed to create a safe environment for all users.</p>	<ul style="list-style-type: none"> • Refer to commentary around the State Government Design Review Panel and further changes to celebrate the river frontages of the City. • Notify the submitter.
13	<p>The submission makes the following suggestions:</p> <ul style="list-style-type: none"> • Council needs to be adequately resourced to assist land owners with planning / heritage advice. • Council may need to consider incentives to assist / encourage landowners to undertake works to improve the aesthetic qualities of properties. • Consideration being given to streetscape works and the integration between new works and existing works. • Support for the completion of the Ovens Street upgrades. 	<p>The comments raised within the submission are noted. Council could consider supporting a grants program to assist in the restoration of Heritage properties.</p> <p>Council currently offers a free heritage advisory service to property owners, this assists rate payers with development applications and general heritage advice. This service is provided with a view to assist in the preservation and restoration of heritage in Wangaratta. Heritage planning applications fees for works with a value of less than \$20,000 are also waived as part of Council's on-going commitment to ensure the heritage values of Wangaratta are preserved and to provide assistance to rate payers to achieve this.</p> <p>Council has recently become part of the Environmental Upgrade Agreement program, which provides a mechanism for land owners to access loans at affordable rates specifically for works designed to improve the environmental efficiencies of commercial buildings within Wangaratta.</p>	<ul style="list-style-type: none"> • No change to the UDF required. • Notify the submitter.
14	<p>The submission makes the following suggestions:</p> <ul style="list-style-type: none"> • Thought must be given to the need to provide alternatives for motorists to by-pass the CBD. • Creation of large roundabout at the intersection of Ovens and Docker Street. This could incorporate the cenotaph and allow direct access to Baker Street. This roundabout could make an attractive entrance to town. • Creation of roundabout at Perry / Ryley and Ovens Streets. • New pedestrian refuges / crossings should incorporate ramp style like Dean Street Albury – has traffic calming benefits. • Pedestrian Crossing Reid and Murphy Street – pedestrian scatter crossing should be considered. These are better for both pedestrians and vehicles turning. • Brick paving slippery – investigate new surface. 	<p>Submission is noted, however the suggested changes to the road network are considered to contribute to improved outcomes for the CBD.</p> <p>The UDF outlines a series of pedestrian crossings and the final design details of these crossings will have to be worked out at the design phase. However, the submitter suggests that use of a ramp style crossing similar to the crossing recently constructed as part of the Ovens Street upgrade.</p> <p>The slippery nature of the brick paving is noted and the UDF endorses the removal over time, of the majority of the paving on the basis of the above issue and maintenance. It is however proposed to re-use it in part for decorative edge treatments.</p>	<ul style="list-style-type: none"> • No change to the UDF required. • Notify the submitter.

15	<p>The following concerns are raised with the UDF:</p> <ul style="list-style-type: none"> Limits large scale buildings – current small shops are limiting to big retailers. Concern with the restriction on the large use of corporate colours. Does not encourage innovate design and character. Too many restrictions may diminish Wangaratta attractiveness to future investment. Window restrictions on retail – reduces ability to have displays. 	<p>The comments within the submission are noted. The UDF is not designed to discourage investment in the CAA, infact it is designed to provide clear guidance to those interested in redeveloping or investing as to the expectations of Council in any redevelopment.</p> <p>In the absence of a UDF, investors are left without certainty. The UDF is built on general good urban design principles that allow a high degree of flexibility to allow innovation by those wishing to redevelop. The UDF seeks to create a more interactive CAA, which is good for economic development.</p> <p>UDF's are common planning tools and can exist in many forms. Many of our neighbouring municipalities have strong UDF / Structure Plans which have resulted in the creation of active town centres.</p>	<ul style="list-style-type: none"> No change to the UDF required. Notify the submitter.
16	<p>The submission makes the following suggestions:</p> <ul style="list-style-type: none"> Ovens Street – there is no bike path – one would be a good idea. More defined link from the health precinct to the railway. Group seating should be provided along river boardwalk and shade within the town square. Sydney beaches needs an improved amenity for swimmers – grass seating and group seating (needs to be flood resistant). Improved management of the river reserves, including increased plantings, restoration of the little jetties. 	<p>Bike path Ovens Street – continuation down to Ryley Street, building on the existing bike land has merit.</p> <p>Group seating is included in the tool kit for Council to select from in upgrading public areas.</p> <p>It is noted that shading is an issue in the town square and the CBD Masterplan has reference to the creation of shade within this space that can be otherwise a heat bank on most days.</p> <p>The UDF should reference the need for shading in public spaces, either through canopy tree plantings or the inclusion of artificial shading devices.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> Reference to shading in public spaces, either through canopy tree plantings or the inclusion of artificial shading devices. The continuation of bike lane down Ovens Street. Notify the submitter.
17	<p>The submitter supports the general principles of the UDF in particular that the framework will “prioritise people over vehicles within the CBD”.</p> <p>Supports:</p> <ul style="list-style-type: none"> Increased awareness of disabled and aged persons within our community. Reduction of the dominance of cars within the CBD. Provision of designated mobility scooter parking. Plans to green the city to mitigate “urban heat island effect”. Minimising visual pollution in the CBD – dominate signage can detract from the aesthetics of the surrounding area. Positive steps in encouraging first floor housing. <p>Would like to see included:</p> <ul style="list-style-type: none"> Pop up art spaces in hidden away spaces. Increased public art – sculpture – wall art receive budget support. Public Art – can improve the pedestrian experience in Wangaratta. 	<p>This submission supports the principles of the UDF.</p> <p>The submission makes suggestions around the use of pop up art spaces and the need for increased level of public art and the benefits that public art can provide on a user's experience. Council currently has a public art policy and this has informed section 4.5.7 of the UDF.</p> <p>The creation of pop up spaces is in many ways beyond the scope of planning and the UDF and is very much a market driven outcome. Council has tried to create a suite of zones across the CAA, which supports both a commercial and community hub.</p> <p>The nature of the ‘Pop up Art’ spaces would have to be defined in order to see how it can be accommodated in the current zones. The current zoning across the CAA is Commercial 1 Zone, which uses like Art Galleries and Arts and Crafts Centres are not prohibited in the C1Z.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> List as future work the undertaking of a Commercial and Retail Space Audit and Strategy, which identifies if there is a need to use other Commercial Zones across the greater Wangaratta area. Notify the submitter.

	<ul style="list-style-type: none"> A well designed 3-4 storey building could fit in Wangaratta. 		
18	<p>The submission generally supports the UDF and makes the following suggestions:</p> <ul style="list-style-type: none"> Electric vehicle charging stations within the CAA will be important to attract people into the centre of town to spend time and money. Increased disabled car parking spaces. Cycle infrastructure should be given equal weighting compared to walking and road infrastructure when upgrading roads. Rowan Street – cycle lanes including through the underpass. Ovens Street – main cycling arterial road through CAA with reduced speed limit. Norton Street to Station to link into the One-Mile Creek (Oxley) bike path. Consider Copenhagen bike lanes. 	<p>The issue of electric vehicle charging stations has been previously discussed.</p> <p>The submission should also be referred to the Walking and Cycling Strategy, as the submitter has provided a comprehensive list of comments on improvements that can be made to both off road and on road facilities within the CAA.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> The continuation of bike lane down Norton Street to connect to the One Mile Creek Reserve. Reference to the possibility of electric vehicle changing stations as described above. Refer the submission to Council's Walking and Cycling Strategy currently under development, and invite the submitter to participate. Notify the submitter.
19	<p>Comments made by the submitter are primarily focused on Maloney's Arcade, but can be applied across the CAA.</p> <ul style="list-style-type: none"> City can benefit from more green spaces. Car parking spaces are still important and safe pedestrian movements across the CAA are important. Maloney's Arcade could be both softened to provide a usable green space as well as maintaining its role as a central car park. 	<p>The UDF does not include a detailed design outcome for Maloney's Arcade.</p> <p>The UDF provides aspirations to limit a section of the Arcade to pedestrian and cycle only, specifically between Reid Street and the end of the current brick paving. This would allow future uses to open up towards the arcade, providing an active frontage and future outdoor dining opportunities.</p> <p>The closure would not extend into any of the public car parking spaces which adjoin the arcade on the Big W side (refer to map for exact details).</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> Amend the maps to clearly identify the changes in Maloney's Arcade. Notify the submitter.
20	<p>This submission raises concerns over the existing condition and treatment of Victoria Parade.</p> <p>The submission highlights the previous vision for Victoria Parade which was outlined in the Wangaratta Urban Design Framework 2002.</p>	<p>It is noted that the role of Victoria Parade has changed since the adoption of the Ovens River / Faithfull Street Precinct Structure Plan 2001 and the Wangaratta Urban Design Framework 2002.</p> <p>Changes through the Co-Store development will not allow the full realisation of the vision within the previous Wangaratta Urban Design Framework.</p> <p>However Victoria Parade under the draft UDF nominates Victoria Parade as a key pedestrian laneway which is to be developed with a high value footpath.</p> <p>Bowling Club – Green area should be nominated as a future redevelopment site, large land holding.</p>	<p>The following changes are included in the updated UDF:</p> <ul style="list-style-type: none"> Nominate the Wangaratta Club Bowling Green as a 'Future Redevelopment Site'. Notify the submitter.

Agency Submissions:			
North East Water (NEW)	<p>NEW comments relate to the Wangaratta water treatment facility, which is subject to a number of recommendations within the UDF:</p> <p>The water treatment is a significant regional asset providing water supply to Wangaratta and Glenrowan.</p> <ol style="list-style-type: none"> 1. The land occupied by the water treatment, pumping and water storage facilities is identified in (figure 3) as a key strategic development location. The corporation considers this to be highly inappropriate given the regional significance of the NEW facility and the absence of any support for its relocation. 2. Action 1.3.4 identifies the water treatment facility to be a significant site which can provide future development opportunities as a key commercial development location. This action is depicted in Figure 5 of the UDF. The corporation requests that this action be deleted for the reasons provided above. <p>NEW are receptive to the rewording of the UDF to include reference around Councils objectives for the riverside precinct that may impact on the on the water treatment plant site. This may include visual and connectivity objectives within the precinct.</p>	<p>It is noted that the water treatment plant is a key asset to Wangaratta and the broader area. Reference to the relocation of the water treatment plant is currently contained within the Wangaratta Planning Scheme, and was visioned in the vision of the 2002 Urban Design Framework which contemplated as a long term project the removal of the water treatment plant and the redevelopment of this riverside precinct (Faithfull St South).</p> <p>This principle has been carried over in the CBD Masterplan and also the present Draft UDF. Given the prominence of the site on a significant gateway to the City, this reference should remain in both the scheme and the UDF as a long-term action. However it is noted that this is an aspirational statement, and the feedback from NEW is noted that there are currently no plans for its relocation in the medium term future.</p> <p>Taking on board the other comments from NEW, it is considered that the UDF should be amended, to include suitable text and visual references that promote the following:</p> <ul style="list-style-type: none"> • Continued investigation to connect the riverside precinct with the eastern side of the Ovens and King River foreshore and public park areas, with a view to any pedestrian connection progressing onto Kaluna and Merriwa Parks. • Improve pedestrian / cycle connectivity along Faithful Street. • Investigate the potential to address the aesthetics of the site and riverside reserve. Investigate the potential to tell the history of the rivers and the ability of the site to become a gateway and way finding marker. 	<p>Amend the UDF to include suitable text and visual references that promote:</p> <ul style="list-style-type: none"> • Continued investigation to connect the riverside precinct with the eastern side of the Ovens and King River foreshore and public park areas, with a view to any pedestrian connection progressing onto Kaluna and Merriwa Parks. • Improve pedestrian / cycle connectivity along Faithful Street. • Investigate the potential to address the aesthetics of the site and riverside reserve. Investigate the potential to tell the history of the rivers, including and the ability of the site to become a gateway and way finding marker. • Notify the submitter.
North East Catchment Management Authority (NECMA)	<p>In general plan is well set out, logical and has a sound approach. NECMA make the following suggestions:</p> <p>Incorporate objectives and actions to protect the riverine environment that is very much a valued aspect in the central area.</p> <p>It is recommended under the theme of Built Form, that the sustainability section is enhanced with some objectives and supporting guidelines, to address the gap in protection of the Riverine environment, such as:</p> <p>Objectives</p> <ul style="list-style-type: none"> • Ensure that development at or near the Ovens River, or the King River or Ovens River Floodplains provides for the protection and enhancement of the environmental qualities of waterways and their instream uses. • Provide a natural drainage corridor with a vegetated buffer zones at least 30 metres wide along the Ovens River to: <ul style="list-style-type: none"> • Maintain the natural drainage function, stream habitat and wildlife corridors and landscape values, Minimise erosion of stream banks and verges, and • Reduce polluted surface runoff from adjacent land uses 	<p>The importance of the rivers and waterways that surround the CAA is well known and the comments of NECMA seek to reinforce an existing State Planning Policy.</p> <p>This policy is already a current consideration for planning permit applications near waterways and it is considered that there is no need to repeat a policy that already has significant importance within the planning scheme. The nature of the CAA and the hard urban built form with commercial properties may not enable the creation of 30m setbacks and buffer zones and this policy has been tested before VCAT in relation to the development of a dwelling overlooking the Ovens River in Templeton Street.</p> <p>However the principles of ensuring that built form outcomes should consider the river corridors, including their interaction and impact on them is worthy of an elevated status within the UDF. On this basis the UDF should be amended to include reference to the following when considering development adjoining the river corridors:</p> <ul style="list-style-type: none"> • <i>Maintaining the natural drainage function, stream habitat and wildlife corridors and landscape values, Minimise erosion of stream banks and verges, and reduce polluted surface runoff from adjacent land uses.</i> 	<ul style="list-style-type: none"> • Amend the UDF to include the adjoining considerations about river corridors and future development along them as guidelines in the UDF. • Notify the submitter.

	<p>Guidelines</p> <ul style="list-style-type: none"> Commercial tourism related built form should be sited to maintain a 30m vegetated buffer between the site and normal water level of the River (which would enable the tourism/commercial precinct to maximise the river amenity without compromising the values). Residential built form should be sited to provide a 30m vegetated buffer between the site and the top of bank of the River (this is consistent with the Victorian Planning Scheme but seeks to add vegetation where it may not current exist, which would improve visual amenity, as well as improve protection of waterway values etc.) 		
<p>Transport for Victoria (TfV) & Regional Roads Victoria (RRV)</p>	<p>Overall Strategic Context TfV is broadly supportive of the direction and aspirations contained within the Draft UDF.</p> <p>Sec 2 – UDF</p> <ul style="list-style-type: none"> Heavy vehicle movements within the CAA need to be addressed. Prioritisation of pedestrian and cycling needs to be balanced against Heavy vehicles. May need to include an aspirational statement objective and action relating to the need for a future heavy vehicle alternative route <p>Public Transport – Railway Precinct.</p> <ul style="list-style-type: none"> Inland Rail – Council should consider all projects within and around the station precinct and capitalise on potential opportunities and minimises disruption. <p>Rail Operations</p> <ul style="list-style-type: none"> Importance of bicycle transport facilities on the public transport system is noted. TfV will continue to advocate for improved infrastructure to support cycling tourism within the North East Victoria. <p>Local Bus Networks</p> <ul style="list-style-type: none"> Support of Council's aspirations to increase patronage of bus services in Wangaratta. <p>Active Transport</p> <ul style="list-style-type: none"> TfV supports improving the provision and quality of cycling and pedestrian infrastructure at end of trip destinations. Active Transport Victoria are developing design guidelines for cycling infrastructure within Victoria. <p>Place making and pedestrian prioritisation.</p> <ul style="list-style-type: none"> TfV offer to facilitate a Movement and Place Workshop with Council. Council should continue to liaise with RRV with regards to on-road improvements to assist in creating a sense of arrival to the city. 	<p>Transport for Victoria (TfV) submission makes some very valid points and Council has commended the process of undertaking the Movement and Place exercised with TfV.</p> <p>However, it is considered that pedestrian movements need to be prioritised within the CAA and the UDF supports this, continuing to build on the work from the CBD Masterplan. Council commits to continue to works with TfV and Regional Roads to ensure that new pedestrian crossings assist in ensuring the safety of all users within the CAA.</p> <p>The Hume Freeway in many ways forms a key heavy vehicle by-pass for the city to the east and Council is undertaking investigations to create a long term heavy vehicle by-pass to the West of the City.</p> <p>The draft UDF and the Health Precinct Structure Plan also advocate for continued and improved pedestrian / cycling connectivity between the CAA and the Health Precinct as a result of the Inland Railway works.</p> <p>Council should continue to engage with both TfV and Regional Roads in the design of the outcomes proposed within the UDF.</p>	<ul style="list-style-type: none"> The submission is noted and Council will continue to work with TfV and Regional Roads Victoria, to achieve the best possible transport outcomes for the CAA. Notify the submitter.

	<p>Signage and Wayfinding TfV support improved signage:</p> <ul style="list-style-type: none"> • Council should complete an audit to rationalise the existing signage, prior to any additional signs. • Understand the purpose of the intended and existing signage and encourage signage at decision making junctions. • Develop a signage network that is consistent across all modes allowing for intuitive and interpretation. <p>Regional Roads Victoria</p> <ul style="list-style-type: none"> • Implementation of pedestrian priority crossing may be difficult within the CBD, given the arterial road status and single river crossing. • Streetscape works will require design approval and consultation with RRV. 		
Country Fire Authority (CFA)	<ul style="list-style-type: none"> • Bushfire risk needs to be included in the consideration of issues and the broad range of future land use within the CBD. • Capital works need to cater for and implement bushfire requirements. • Any planning scheme recommendations need to consider bushfire. • CFA would be prepared to enter into discussions regarding a schedule to the BMO if deemed appropriate. 	<p>The CAA is currently covered by the BMO, with different schedules applied across the area to represent the extent of the threat. The CFA correctly highlights the importance of incorporating bushfire requirements within Councils capital works.</p> <p>It is therefore recommended that the BMO be identified within the UDF and that Council work closely with the CFA is preparing the amendment to integrate the UDF into the Planning Scheme.</p>	<ul style="list-style-type: none"> • Amend the UDF as described to include further references to the BMO. • Notify the submitter.
Victorian State Architects Office – Design Review Panel	<p>The draft UDF contains a lot of good work and relevant guidance. It is however, somewhat generic and can be improved to be more specific to plan and context and more strategic as an engagement tool by:</p> <ul style="list-style-type: none"> • Strengthening the articulation why the UDF is needed and what it is trying to achieve. • Moving beyond a fairly uniform approach across the CAA. Further developing specific precinct based recommendations to differentiate areas within the CAA to provide a robust and defensible framework for the eventual planning scheme implementation. • Ensuring sufficient development opportunities and strategic understanding is embedded in the UDF so that it can be used as a tool for Council to influence and leverage outcomes eg. for future funding from the Commonwealth. • Identifying actions beyond implementing planning controls to achieve the desired outcomes. • Reflecting the essence of the place underpinning the work and bringing out the ‘big idea’. 	<p>The comments of the Design Review Panel support the work to date on the UDF. Changes to the UDF should include increased referencing to the peninsular location that surround the CAA on three sides, this would include continuing to celebrate the river corridors.</p> <p>Recreational opportunities can be accommodated including linking the current river precinct (Faithful Street) to Kaluna Park and into Meriwa Park, through a recreational trail. This kind of trail would continue to celebrate the rivers and enable residents and visitors to experience the flood plain reserves on the door step of the CAA.</p> <p>Key development sites have been included with thumb nail briefs, containing general guidance should they be developed over time.</p>	<ul style="list-style-type: none"> • Amend the UDF to include spatial and text references as described in the table.

	This could include bringing the special peninsular location surrounded by parklands and waterways into the CAA and Wangaratta as cycling destination with seamless connections between urban and regional cycling routes and experiences.		
Additional Changes – Non related to submissions.			
Additional Changes	<p>The following is a summary of amendments to the UDF non related to external feedback:</p> <p>Further work: Commercial and Retail Floor Space Audit should be undertaken for the CAA and greater area if relevant.</p> <p>Minor / corrective Zoning Changes:</p> <ul style="list-style-type: none"> • Aldi – Car Park – rezone to Commercial 1 to be consistent with the surrounding area. • Pinset Hotel – rezone to Commercial 1 to be consistent with the surrounding area. • Corner of Ovens Street and Faithfull Street – Rezone to Commercial 1 Zone and list as a Strategic Development Site (create a vision for it) • Former Wangaratta Plaza - correct rezoning's to new title boundaries. • 45-47 MacKay Street – correct rezoning at the front of the site from Neighbourhood Residential Zone to Mixed Used Zone. 		
	Reference to Smart Cities – considering in relation to water systems, power networks, street lighting, car parking etc		
	<ul style="list-style-type: none"> • Updating reference to newly adopted Council documents. • Reference and support of the Walking and Cycling Strategy. • Refinement of street paving guidelines. • Refinement of toolkit of ideas. • Updating of pedestrian crossings and road hierarchy to align with recent changes. 		



WANGARATTA
CENTRAL ACTIVITY AREA
URBAN DESIGN FRAMEWORK

Prepared by **Tract Consultants** for Rural City of Wangaratta
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PART A

INTRODUCTION

1 INTRODUCTION

The Wangaratta Urban Design Framework (UDF) covers the area identified in the Wangaratta Municipal Strategic Statement (MSS) as the Central Activities Area (CAA).

The purpose of the Wangaratta UDF is to set out an integrated vision for both public and private lands within the Wangaratta CAA and guide its future use and development in the context of the existing built form and natural environment.

The UDF will provide certainty and guidance to those seeking to develop, and certainty to Council officers by establishing the specific objectives and guidelines to help grow Wangaratta. The goals of the UDF are:

- Establish a clear and integrated vision for the Wangaratta CAA
- Guide the use and development of the Wangaratta CAA by detailing appropriate objectives and guidelines
- Implementation of guidelines from within the Wangaratta Planning scheme

As the city changes over time, it will be necessary for this document to be updated to reflect how the Rural City of Wangaratta intends to grow into the future. The vision and frameworks contained within this document are anticipated to reflect a 15-20 year development horizon for the city. The Wangaratta UDF will be periodically updated to ensure that it reflects best practice planning and design principles, to ensure that any changes to the UDF continue

1.1 HOW TO USE THIS DOCUMENT

The Wangaratta Urban Design Framework is structured in three parts:

1A. Introduction - Describes why Wangaratta needs an Urban Design Framework and how the framework should be applied

2A. Strategic Context - Summarises the background, the development of the framework and the key directions

3A. Issues and Opportunities - Illustrates the known issues and opportunities within the Wangaratta CAA, and provides recommendations for what needs to be addressed in the Wangaratta UDF

1B. Vision for the CAA - Outlines the objectives UDF Vision

2B. Activity and Growth Framework - Outlines the objectives for the future activity and growth areas within the CAA

3B. Access and Movement Framework - Outlines the preferred movement hierarchy for the Wangaratta CAA

4B. The Built Form Framework - Provides guidelines to assist development within the CAA

5B. Public Realm and Streetscaping Framework - Provides guidelines and details surrounding the public realms, and different street treatments

1C. Planning implementations options - recommendations for how to implement the Wangaratta UDF

1.2 PURPOSE OF THE UDF

Rural and regional townships in Victoria are increasingly looking to achieve long term, sustainable economic development and related social benefits by leveraging the special qualities unique to each place. These picturesque regional landscapes, iconic tourism attractions, cultural heritage sites, arts and special events, regional produce, lifestyle values and health considerations are proving to be attractive to people seeking to move to a centre of activity outside of capital cities.

Wangaratta is an attractive regional city strategically located in north east Victoria and along major road and rail corridors linking Melbourne to Sydney and Canberra. It provides a gateway to the region's world class wineries, gourmet food, spectacular scenery, historic legends, cultural heritage and access to numerous State and National Parks. It also provides higher order services and facilities for surrounding towns and employment opportunities across a range of industries.

The Urban Design Framework (UDF) will provide Council and the Wangaratta community with the tools to guide future development in a positive way benefiting all. The UDF will consider the significant body of strategic work that has been undertaken, particularly in the Central Activities Area and the CBD Masterplan, as well as current projects including the Railway Precinct Enhancement Project and The Heath Precinct Structure Plan.

The Urban Design Framework will provide Council with the tools to deliver the vision and ideas of the CAA Framework Plan and the CBD Master Plan.

The Urban Design Framework (UDF) will;

- Enable the high level strategic aspirations of the CAA Framework Plan, the CBD Masterplan to be implemented in detail,
- Consider a broad range of key CBD issues including future land uses, economic opportunities, activation, heritage values, public space improvements, place making opportunities, integrated transport planning, access, circulation and parking and community infrastructure,
- Provide a clear course of action for delivery on capital works, advocacy and planning scheme recommendations, and
- Draft planning scheme policies and controls which consider the most appropriate mechanisms for implementing key recommendations from the issues and opportunities analysis.

2 STRATEGIC CONTEXT

2.1 THE CENTRAL ACTIVITIES AREA

The Central Activities Area boundary was defined as part of the development of the Central Activities Framework Plan in 2013, is endorsed in the Wangaratta Planning Scheme, and is largely defined by the current Parking Overlay. The criteria used when defining the boundary was:

The location of existing commercial, government and institutional uses, as well as public open space

- Environmental and flooding constraints
- Heritage precincts
- Possible strategic redevelopment sites
- Residential areas and physical barriers and opportunities for improvement
- Location of existing transport infrastructure
- Opportunities to improve walk ability
- Streets and natural barriers

*see Section 02 Defining the CAA in the CAA Framework Plan

This work also identified four key precincts for the CAA:

- Precinct 1 Central Core
- Precinct 2 Arts & Culture Hub
- Precinct 3 Transport Hub
- Precinct 4 Surrounding Residential

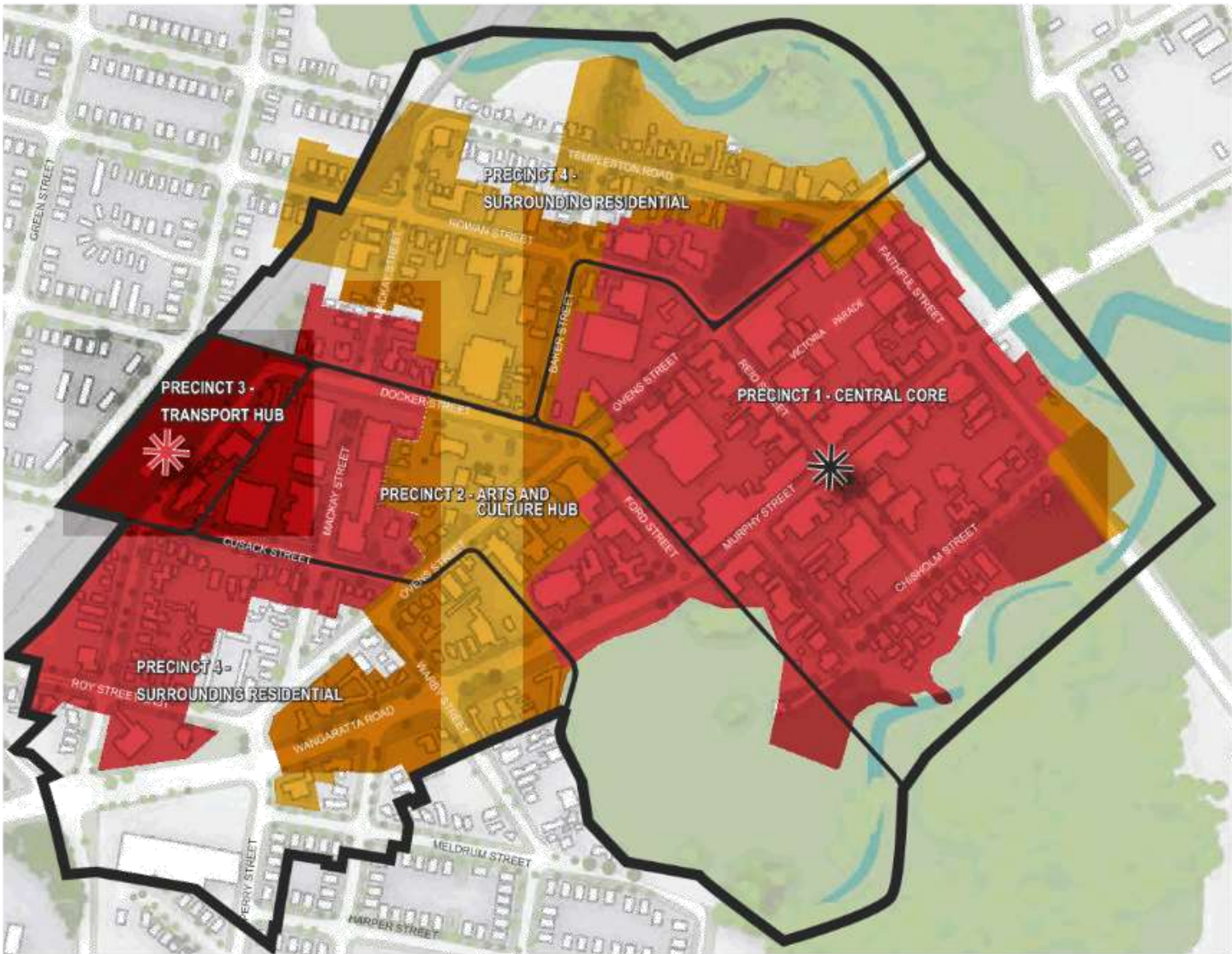


Figure 1. Central Activities Area Precincts SOURCE: SMEC Urban

LEGEND

PEDESTRIAN WALKABILITY

400M WALKABLE CATCHMENT FROM THE TOWN CORE AND 400M WALKABLE CATCHMENT FROM THE RAIL STATION

200M WALKABLE CATCHMENT FROM THE TOWN CORE

TOWN CORE

WANGARATTA STATION

CAA BOUNDARY

WANGARATTA CENTRAL ACTIVITIES AREA BOUNDARY

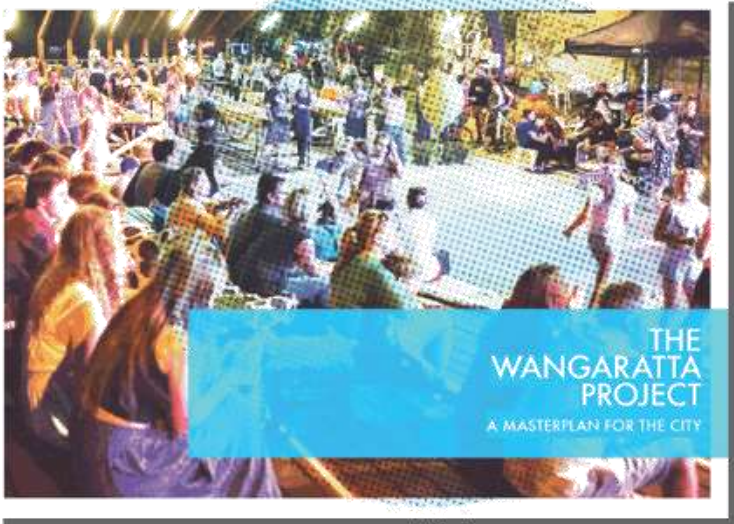
WANGARATTA CENTRAL ACTIVITIES AREA PRECINCTS

2.2 THE CBD MASTERPLAN

The Wangaratta Project CBD Masterplan aspired to reinvent masterplanning for Wangaratta – where previous more traditional masterplans or strategic planning efforts have either stalled, or not resulted in significant renewal, change and local support for the CBD.

It did this by allowing the plan to emerge from an all-of-city conversation about the future of the place, and in the development of a masterplan that focuses as much on people, activity, experience and moments as it does on buildings, streets and large infrastructure. The community engagement initiatives throughout the masterplanning process were important in understanding the community’s perceptions about the CBD experience, and their opinions on how it could change.

The CBD Masterplan provided a set of ‘Big Ideas’ which emerged from the discussion with the community, providing guidance and direction on what future actions could take place to transform the Wangaratta CBD.



The Wangaratta Project, CBD Masterplan for the City

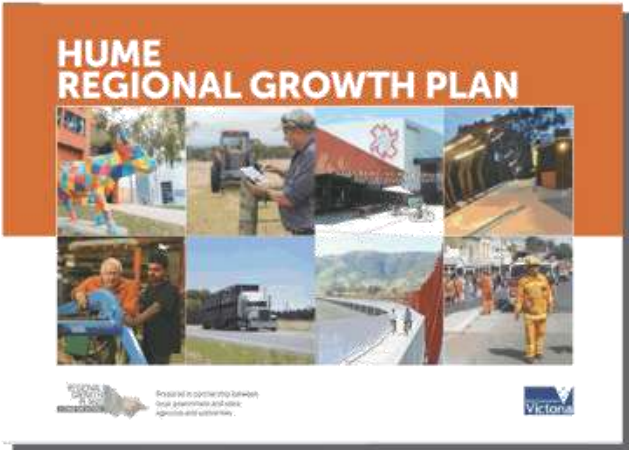
2.3 HUME REGIONAL GROWTH PLAN

The Hume Regional Growth Plan establishes a framework for areas covering the municipalities of Alpine, Benalla, Greater Shepparton, Indigo, Mansfield, Mitchell, Moira, Murrindindi, Strathbogie, Towong, Wangaratta and Wodonga.

The plan identifies strategic land use and settlement boundaries in order to sustainably accommodate residential and economic growth. Items of regionally important infrastructure and providing long term growth to the region is considered and prioritised. The plan’s key land use directions are implemented in the state planning system, providing a regional context to guide and inform councils in planning and decision making for their municipalities.

It found that urban growth should be largely directed to areas with the greatest capacity to accommodate growth in areas that are low risk and away from natural hazards. This focused the location of growth to five urban centres, including Shepparton, Wodonga, Wangaratta, Benalla and Seymour, while supporting some growth in other centres.

Locating residential growth in these locations is co-located with strategic employment areas, and adequate locations for growth in industries.

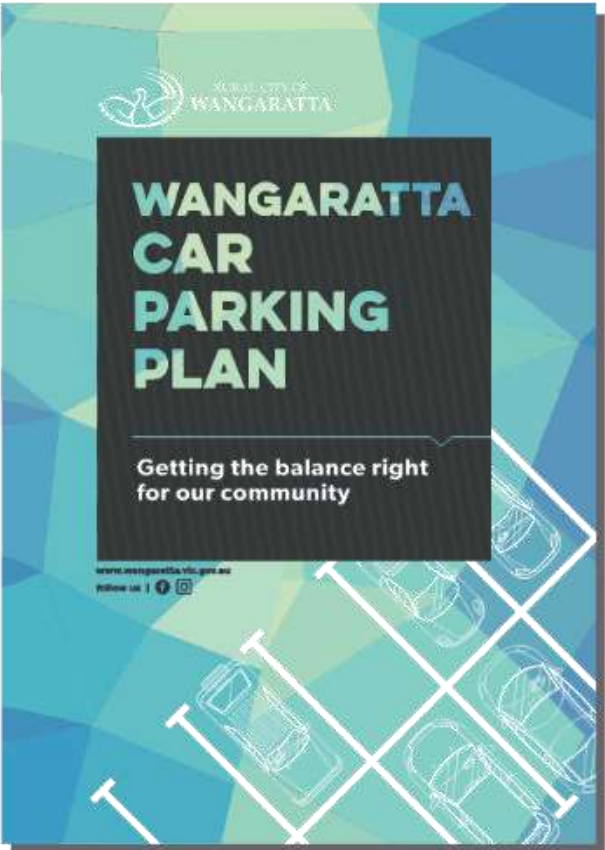


Hume Regional Growth Plan, 2014

2.4 WANGARATTA CAR PARKING PLAN

The Wangaratta Car Parking Plan provides a progressive approach to managing car parking in a regional city, whilst trying to encourage walkability and pedestrian friendly streets within the CAA.

A car park occupancy study found that the CBD has an occupancy rate of less than 8.5%, revealing that parking in Wangaratta is appropriate for current and medium term projected growth. The Car Parking Plan seeks to minimise the net loss in overall car parking in the future, formalising unmarked car parking areas, and review restricted time zoned parking areas for better facilitate movement within the CAA. The UDF will consider the Car Parking Plan, and it’s vision for the role of cars in the CAA.



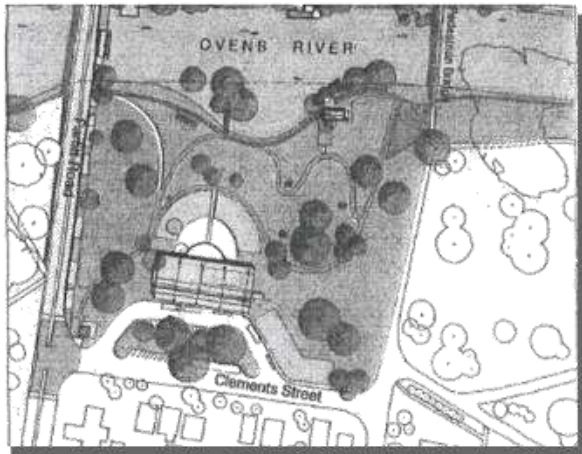
Snapshot of car parking occupancy levels in the CAA

2.5 OVENS RIVER/FAITHFUL STREET
PRECINCT STRUCTURE PLAN

This Structure Plan covers a precinct on the northern edge of the CBD and includes Apex Park, Faithful Street and the Ovens River. It was nominated as a priority area for redevelopment by the community through a consultation process. The plan was developed in conjunction with a 2001 Master Plan of the area to guide private investment. It required new zoning and overlays to be endorsed by Council in order to align with the newly developed local policies to focus development on tourism, retailing and recreation. Linking Apex Park with the commercial centre of Wangaratta to provide a tourist activity node was a key element of the Structure Plan.

Implications for the UDF:

- The local policies established in conjunction with this plan will be reviewed in order to understand the desired character and objectives for this section of the study area and make sure the UDF will align with this.



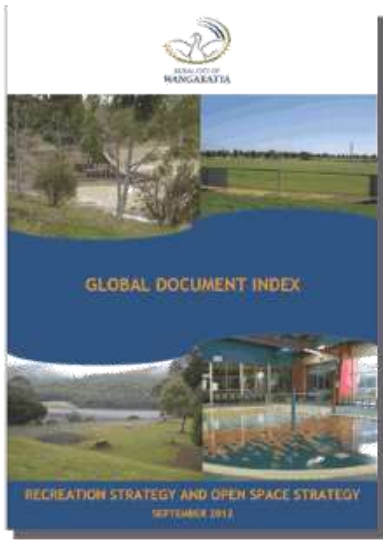
Ovens River / Faithful Street Structure Plan, 2001

2.6 RECREATION STRATEGY & OPEN
SPACE STRATEGY – 2012

Created to manage sport/recreational opportunities and open space in Wangaratta, this strategy aims to protect and develop these spaces in order to meet the needs of both the rural and urban communities. Sustainability in Wangaratta is flagged in this strategy and should be considered in relation to the protection of natural environments when creating the UDF.

The UDF will consider:

- There are provisions for pedestrian connections to all the key parks and recreational areas, and in particular, support for ‘active aging’ in the local community
- Establish guidelines to ensure that newly built recreational environments are of a high quality and suit the needs of the wider community to encourage participation in the planning of these spaces
- Establish principles that seek to protect existing natural environments
- Map the existing open spaces, key pedestrian connections from the CAA & potential informal walking/exercise circuits



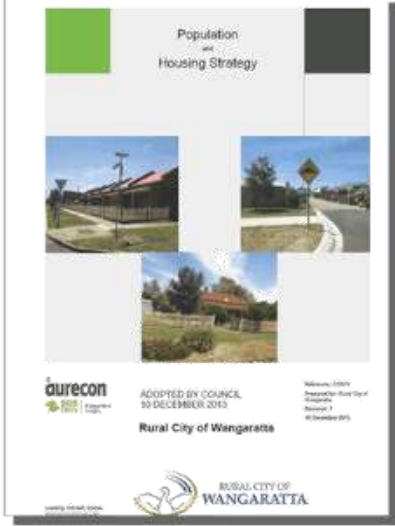
Recreation strategy, 2012

2.7 POPULATION & HOUSING
STRATEGY, 2013

This strategy aims to concentrate growth within Wangaratta City with consideration of a high and low growth scenario. It identifies townships located in close proximity to Wangaratta as opportunities for rural growth and more compact and affordable residential housing options within the CAA. A sustainability charter to guide development was created in conjunction with the strategy.

The UDF will consider:

- The strategic directions outlining the preferred type and distribution of population and housing within the residential precincts of the CAA,
- Preferred areas of infill development within the existing urban area



Population and Housing strategy, 2013

2.8 INDUSTRIAL LAND USE STRATEGY, 2017

This strategy has been adopted by Council and is in the process of forming an amendment to the planning scheme. This strategy sets out objectives that are considered to be relevant for the next 20-30 years and need to be incorporated into the UDF, where appropriate. The main consideration for the CAA UDF is the rezoning of a small section of land referred to as Roy Street East, from Industrial 1 zone to Industrial 3 zone. The main focus of this strategy is for industrial areas outside the CAA boundary. The current land available for industrial purposes is sufficient and there is no intention to rezone any further land for industrial purposes.

- The UDF will need to consider this strategy for any land that is zoned C2Z, MUZ or PUZ and is being used or promoted for industrial development
- To the south of the CAA boundary, existing industrial areas will need to be considered so that residential encroachment does not occur. This means that residential growth will need to be controlled in the south of the city through the UDF.



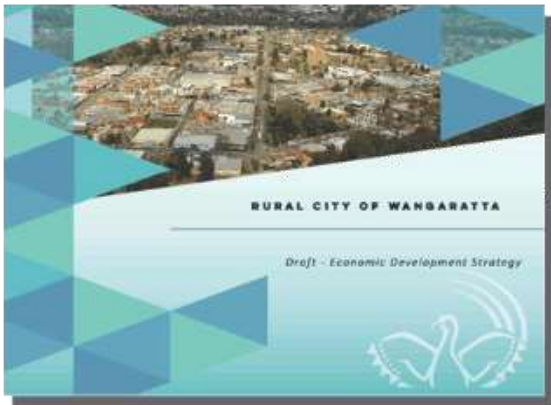
Industrial Land Use Strategy, 2017

2.9 ECONOMIC DEVELOPMENT POLICY

This policy recognises that the key strengths of Wangaratta’s industry are in health care and social assistance, manufacturing and transport. Education and training, professional, scientific and technical services as well as tourism are growing industries that can help boost jobs, population and investment. The UDF will be developed to support and promote the growth of these key economic drivers and follow the objectives as set out in the policy.

The UDF will:

- Consider how to support Wangaratta as a place for investment, quality jobs and business creation,
- Support quality employment and education areas within the CAA boundary
- Ensure a high quality CAA for residents and visitors



Economic Development Strategy, 2018

2.10 OTHER INFLUENCING WORK IN THE CAA

There are a range of masterplans, strategies and development applications that are in progress that will impact and have regard to the Wangaratta UDF. While these may not all be finalised, they are still influential in setting the agenda for the Wangaratta CAA.

The other pieces of work influencing the CAA include, but are not limited to:

- Railway Precinct Enhancement Project
- Wangaratta Health Precinct Structure Plan
- Wangaratta Walking and Cycling Strategy
- Development of key strategic sites

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3 ISSUES & OPPORTUNITIES

3.1 KEY DRIVERS OF CHANGE

The Wangaratta Central Activities Area is undergoing significant change in new built form, changes to land use, and upgrades to critical pieces of public infrastructure.

In order to guide the development of the private and public realm within the CAA into the future a consistent approach needs to be utilised in order to respond to the drivers of change.

The drivers of change as referenced in the early pages of this report include:

- Community pride and expectation after the success of the community led CBD Masterplan
- Strategic upgrade of the Railway precinct, Norton Street, Docker Street and Cusack Street
- The River Walk streetscaping upgrade and materials utilised
- Owen’s Street upgrade and change of materials palette
- Wangaratta CBD Car Park and Traffic Plan
- Unconventional residential development within the CAA
- New retail and commercial development within the CBD
- Providing public realm upgrades that are accessible and inclusive to all
- Pedestrian/cyclist movement and access through the CAA.

We have assessed the issues and opportunities are in relation to the changing nature of the Wangaratta CAA, and have consolidated the summary of influences on the plan opposite.

The issues and opportunities have been consolidated into four key themes which the Urban Design Framework will be structured to respond to. The key themes are:

- **Activity and Growth**
- **Movement and Access**
- **Built Form**
- **Public Realm and Streetscaping**

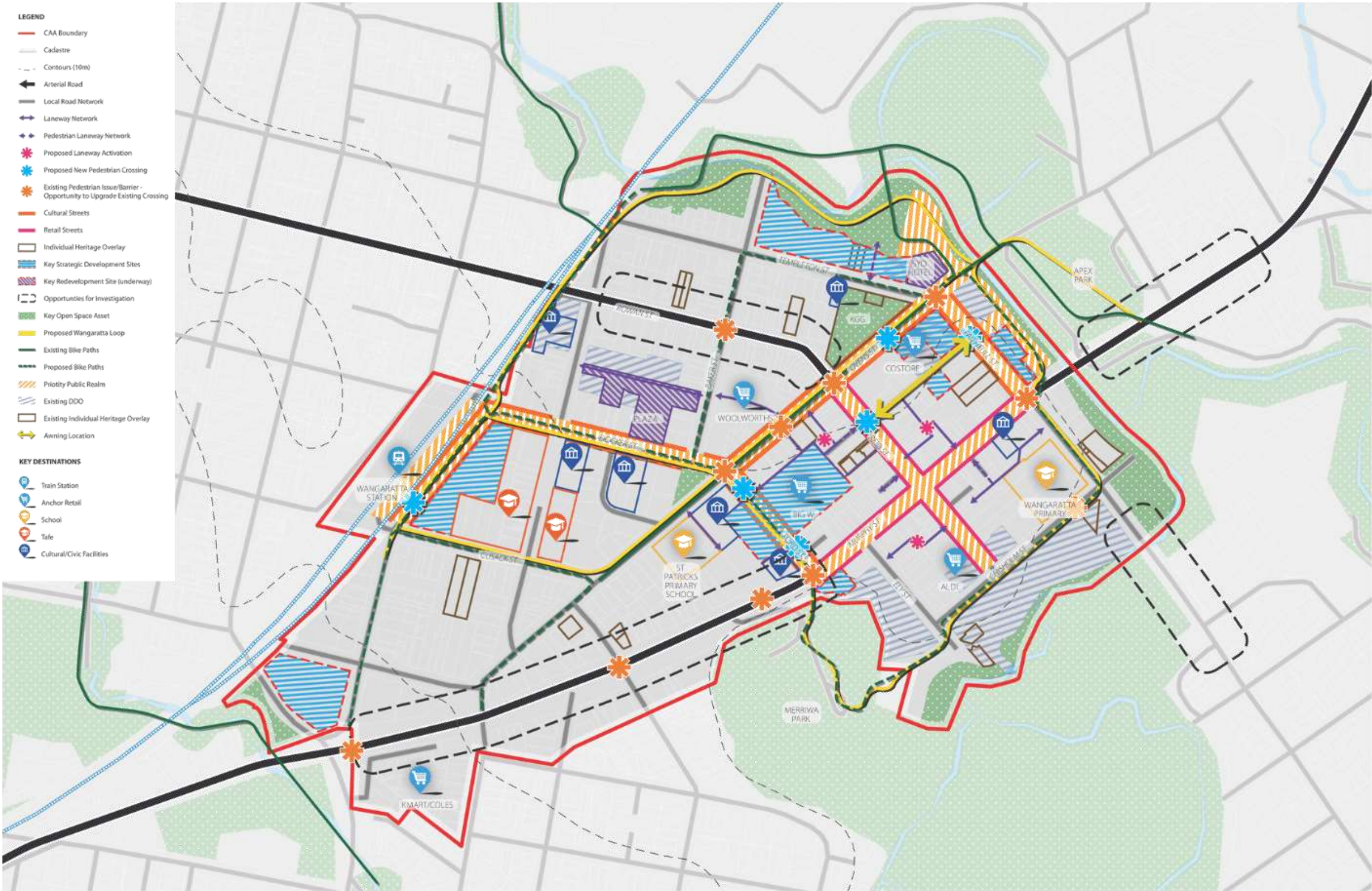


Figure 2. Issues and Opportunities

Part A

Part B

Part B

3.2 ACTIVITY AND GROWTH

Key issues and opportunities which related to Activity and Growth are outlined in the table below:

Table 1 Activity and Growth Issues & Opportunities Summary

DRIVER FOR CHANGE	WHAT WE CAN IMPROVE IN THE CAA	HOW TO ACHIEVE THIS
Increase the appeal of residential development within the CAA	<ul style="list-style-type: none"> Promote a night-time economy with that can attract new businesses, and generate activity in the CBD Promote residential development opportunities proximate to the CBD and nearby high amenity areas Investigate the right zoning mix right to create change through redevelopment opportunities 	<ul style="list-style-type: none"> Locate residential development in areas with an existing mix of uses Where located on a retail/commercial street front, locate a retail tenant on ground floor, with residential located above Appropriate zoning to facilitate growth Activate the CAA beyond the 9-5 peak time
Locate appropriate commercial and retail development within the CAA	<ul style="list-style-type: none"> Facilitate development sites in well serviced locations Foster diverse types of retail and commercial uses within in the CAA 	<ul style="list-style-type: none"> Public realm improvements to attract public and private investment in commercial/retail floorspace Locate amenities nearby to facilitate healthy/attractive places to live/work Consider car parking and access to work by public transport or by walking/cycling Ensure pedestrian safety, by facilitating 'people on the street', through longer opening hours, after hours retail food and beverage premises, and other community activities
Increase tourism opportunities in the CBD	<ul style="list-style-type: none"> Support adequate supply of tourism facilities and accommodation within the CAA Continued support of Wangaratta's major events calendar Establish key commercial drivers to attract tourists Leverage natural assets as eco-tourism opportunities 	<ul style="list-style-type: none"> Improve the public realm through streetscaping initiatives Long term car parking located with clear and safe access to the CBD Clear and legible streetscape hierarchy Enhance the river frontage entertainment experience Provide guidelines for new development taking advantage of river and park frontage Provide clear guidelines for outdoor and al-fresco dining along key streets Consolidate the retail experience to the CBD environment, to provide critical mass as opposed to a dispersed retail environment
A cohesive series of township approaches into the CBD	<ul style="list-style-type: none"> Promote the open space and rivers as Wangaratta's natural assets Update the vehicle and pedestrian gateways into Wangaratta to Reduce the pavement width of Ryley Street Ensure that built form and signage isn't a dominant feature of these approaches 	<ul style="list-style-type: none"> Understand the existing need along the township approaches, and what can be done to facilitate redevelopment Front development onto Merriwa Park to facilitate high end accommodation opportunities Plant canopy street trees along township approaches Construct suitable footpath network to facilitate walking and cycling access into the CBD

3.3 MOVEMENT AND ACCESS

Key issues and opportunities which related to Movement and Access are outlined in the table below:

Table 2 Movement & Access Issues & Opportunities Summary

DRIVER FOR CHANGE	WHAT WE CAN IMPROVE IN THE CAA	HOW TO ACHIEVE THIS
<p>PEDESTRIAN</p> <p>Improved pedestrian infrastructure and access for people of all abilities</p>	<ul style="list-style-type: none"> • Provide infrastructure that supports inclusive mobility aids, such as mobility scooters parking areas and level crossings for walking frames • Support a comfortable pedestrian environment through the CBD, including clear pedestrian paths and shaded streets • Provide a pedestrian oriented CBD that prioritises pedestrian safety, accessibility, and slower vehicle speeds 	<ul style="list-style-type: none"> • Guidance on how to design for all abilities, and utilise the existing Disability Discrimination Act 1992 for additional requirements • Maintain a clear 1.8m from the building line • Provide additional street furniture for people with mobility issues • Provide charging points for motorised scooters • Reinforce walk friendly terrain • Reduce the day to day conflict between vehicles and people • Investigate if traffic light sequencing is currently prioritising pedestrians • Create a public campaign about vehicle speed and pedestrian / cyclist safety • Introduce traffic calming measures that reduces speed in key locations with high pedestrian/cyclist interactions • Implement clear pedestrian/cyclist wayfinding to encourage high pedestrian/cyclist traffic through key areas, as opposed to having priority in all locations • Promote pedestrian opportunities through private plazas
<p>CYCLING</p> <p>Supporting the growing cycling culture</p>	<ul style="list-style-type: none"> • Provide bike infrastructure that supports recreational and commuter style riders available within the CAA • Provide opportunities for cycling connections within, and through the CBD • Improve cycle safety in the CAA 	<ul style="list-style-type: none"> • Promote Wangaratta as a cycling destination. • Encourage local accommodation providers to supply bikes as part of their accommodation • Recognition & reinforcement of the cycle friendly terrain and great local cycling paths • Guidance on implementing safe cycling streets with recommended street treatments e.g. sharrows & shared lanes • Identify and implement the missing links in cycling network (as outlined in the CBD masterplan) • Provision of bike infrastructure and end of trip facilities in appropriate locations such as lockers at the train station, water stations, bike pumps and repair stands along the connection to the Murray to Mountains Trail • Encourage cycle storage in work places through the provision of bike storage/change facilities and showers in private premises • Include provision for future E-Bike charging locations co-located with other bike infrastructure located within the CBD
<p>PUBLIC TRANSPORT</p> <p>Increased public transport usage</p>	<ul style="list-style-type: none"> • Infrastructure that supports and encourages public transport usage with comfortable waiting areas, clear wayfinding and appropriate signage • Supporting retail and commercial uses around public transport locations to promote safety and activity 	<ul style="list-style-type: none"> • Improved signage palette • Advocate for increased bus stop frequency • Higher quality bus shelters at stops • Advocate for Wangaratta as a logical location for a High Speed Rail destination/station location • Leverage High Speed Rail as a draw card for other high value strategic investments

Part A Part B Part B

3.4 BUILT FORM

Key issues and opportunities which related to Built Form are outlined in the table below:

Table 3 Built Form Issues & Opportunities Summary

DRIVERS FOR CHANGE	WHAT WE CAN IMPROVE IN THE CAA	HOW TO ACHIEVE THIS
Increased activation and lively streets	<ul style="list-style-type: none"> Promote a complimentary mix of businesses Create a vibrant CBD through a mix of offices, residential, retail, restaurants and other businesses together to create activity 	<ul style="list-style-type: none"> Buildings should provide a pedestrian scaled street environment that is comfortable to walk & cycle around Locate easy and safe pedestrian crossing for people of all abilities to utilise Encourage active and transparent ground level street frontages Encourage opportunities for passive surveillance on upper floors Allow some business to operate with longer trading hours Incorporate a range of street furniture to cater for all abilities
Weather protected streets	<ul style="list-style-type: none"> Comfortable pedestrian environments should be provided through hard and soft materials Provide weather protection that does not detract from the overall amenity of the heritage built form 	<ul style="list-style-type: none"> Ensure proposed development responds to the local climate (hot summer/cold winter) and the existing street/precinct character Ensure that street trees have a large enough canopy and are of a suitable species to provide shade over the footpath Ensure that new buildings have awnings/verandahs that do not inhibit street tree growth Provide consistent guidelines on awning/verandah design and function Provide consistent guidelines on shade structure design and function
Protection of heritage values throughout Wangaratta	<ul style="list-style-type: none"> Promotion of development that enhances and values the existing heritage built form in Wangaratta 	<ul style="list-style-type: none"> Require buildings to respond to the existing height, streetscape, heritage values and significant view lines Ensure the heights of new buildings are generally consistent with the low rise character of the CBD Encourage transitional development where commercial development interfaces with residential and where residential interfaces with heritage significant buildings Ensure new buildings respect adjacent scale and bulk of the existing heritage streetscape
Sustainable buildings and construction techniques	<ul style="list-style-type: none"> Promote landscape strategies that mitigate urban heat island effect New built form provides the opportunity for upper level landscaping elements to enhance vegetation within the CBD Buildings should support passive heating and cooling techniques in order to reduce the reliance on mechanical heating and cooling 	<ul style="list-style-type: none"> Encourage innovative & sustainable built form outcomes by embedding principles of sustainability into design controls Encourage design that is responsive to the local climate conditions Encourage passive design of buildings to allow appropriate ventilation and sunlight access Limit the use of high glass and reflective materials on external surfaces which may transfer heat elsewhere Encourage vertical greening of buildings to reduce heat retention of building facades Encourage rooftop gardens to increase stormwater retention and re-use, while also providing additional insulation

3.5 PUBLIC REALM AND STREETSCAPING

Key issues and opportunities which related to Public Realm and Streetscaping are outlined in the table below:

Table 4 Public Realm & Streetscaping Issues & Opportunities Summary

DRIVER FOR CHANGE	WHAT WE CAN IMPROVE IN THE CAA	HOW TO ACHIEVE THIS
Increased pedestrian comfort	<ul style="list-style-type: none"> Pedestrian friendly streets that clearly articulate the role and identity of the different precincts in Wangaratta Strengthening of the place value of key civic, retail and cultural streets 	<ul style="list-style-type: none"> Streetscape upgrades (shade/seating/traffic calming) Ensure appropriately sized trees to fit the scale of the built form and streetscape Lighting Pedestrian crossings and facilities Wayfinding/signage
Improve arrival experience	<ul style="list-style-type: none"> Arrival experiences that support pedestrian movement in all weather, including natural and artificial shade Pedestrian infrastructure that supports pedestrian safety at road crossing Reduce the amount of signage permitted along arrival corridors Ensure built form is of a high standard and has architectural merit 	<ul style="list-style-type: none"> Install boulevard landscaping treatments to define gateway experience Provide appropriate cycle and footpath facilities Install canopy street trees line arrival corridors Improve wayfinding to be consistent with the adopted Branding and Marketing policies Ensure signage and branding is consistent with the adopted Branding and Marketing policies
Implementation of the design intentions of the CBD masterplan	<ul style="list-style-type: none"> Rural City of Wangaratta branding and signage across the CBD that reflects the history and attractiveness of the region Utilisation of hard and soft materials to identify different city precincts 	<ul style="list-style-type: none"> Reinforce visual and physical connections to the surrounding landscape Encouraging use of CAA parks by providing good pedestrian & bike connections (and facilities in parks) Retain and celebrate existing heritage Provide guidance on how to smoothly transition from heritage to contemporary streetscaping

PART B

THE URBAN DESIGN FRAMEWORKS

1 VISION FOR THE CAA

1.1 OVERVIEW

Wangaratta has a clear vision for the future, established through the development of the Central Activities Area Plan (2013) and confirmed by the Wangaratta CBD Masterplan. It is a shared people and place based vision, developed in close consultation with the community, and now been adopted by the community for their city.

The Wangaratta Urban Design Framework sets out an integrated vision for the Wangaratta CAA to guide its future use and development. The aim of the UDF is to provide certainty in the guidance and future development within the UDF area, to both Council and landowners alike. The UDF document will focus on establishing and quantifying key development objectives and guidelines for the public and private realm. Supporting these guidelines and objectives for the public realm are an indicative 'kit of parts' with additional guidance on how to site and locate different streetscape elements.

Wangaratta is blessed with a truly beautiful natural setting. Located at the confluence of the Ovens and King Rivers, the CBD has a unique setting with river frontage on three sides. Further enhancing its natural beauty are the four key parks located within the CBD. The rivers and parks offer a range of outdoor leisure experiences, all within a stones throw of the bustling CBD with retail and business activity. These unique characteristics are what contribute to both Wangaratta's local identity and lifestyle opportunities, and make Wangaratta a great place to live, work and visit. Future development should protect, strengthen and build on these distinct landscape elements.



Figure 3. Extract from the CBD Masterplan - Vision for the CBD



Bring the surrounding natural beauty into the CBD



Enhance existing connections for pedestrians and cyclists



Make the CBD fun



Enable a connection to natural elements throughout the CBD



Facilitate walkable streets



Cater for bicycle parking in the CBD for ease and convenience of active transport modes



Update the streetscape palette to a more contemporary materials palette



Provide places for gathering, sports and play in a landscaped setting

1.2 APPLYING THE VISION

The goal of the UDF is to encourage all future work within the CAA to be undertaken with a sensitive response to the local context, in particular, Wangaratta’s unique landscape environment. This section outlines the vision underpinning the UDF guidelines and requirements, and provides guidance to Council and the Wangaratta community on how to embed the agreed vision into all future development projects.

The following section identifies the key CAA precincts and outlines a site specific interpretation of the agreed vision. A set of key design principles provide overarching guidance for all future development and public realm improvements. These are ‘concise local’ visions that ultimately contribute to achieving a site responsive design and achieving a shared vision or Wangaratta’s future CBD. Future development outcomes should be considerate of these qualities, as well as contributing to an improved public realm.

Figure 3. CAA outlines the broad areas of the CAA which the UDF aims to affect. The specific vision for these areas is outlined further on pages 23-24.

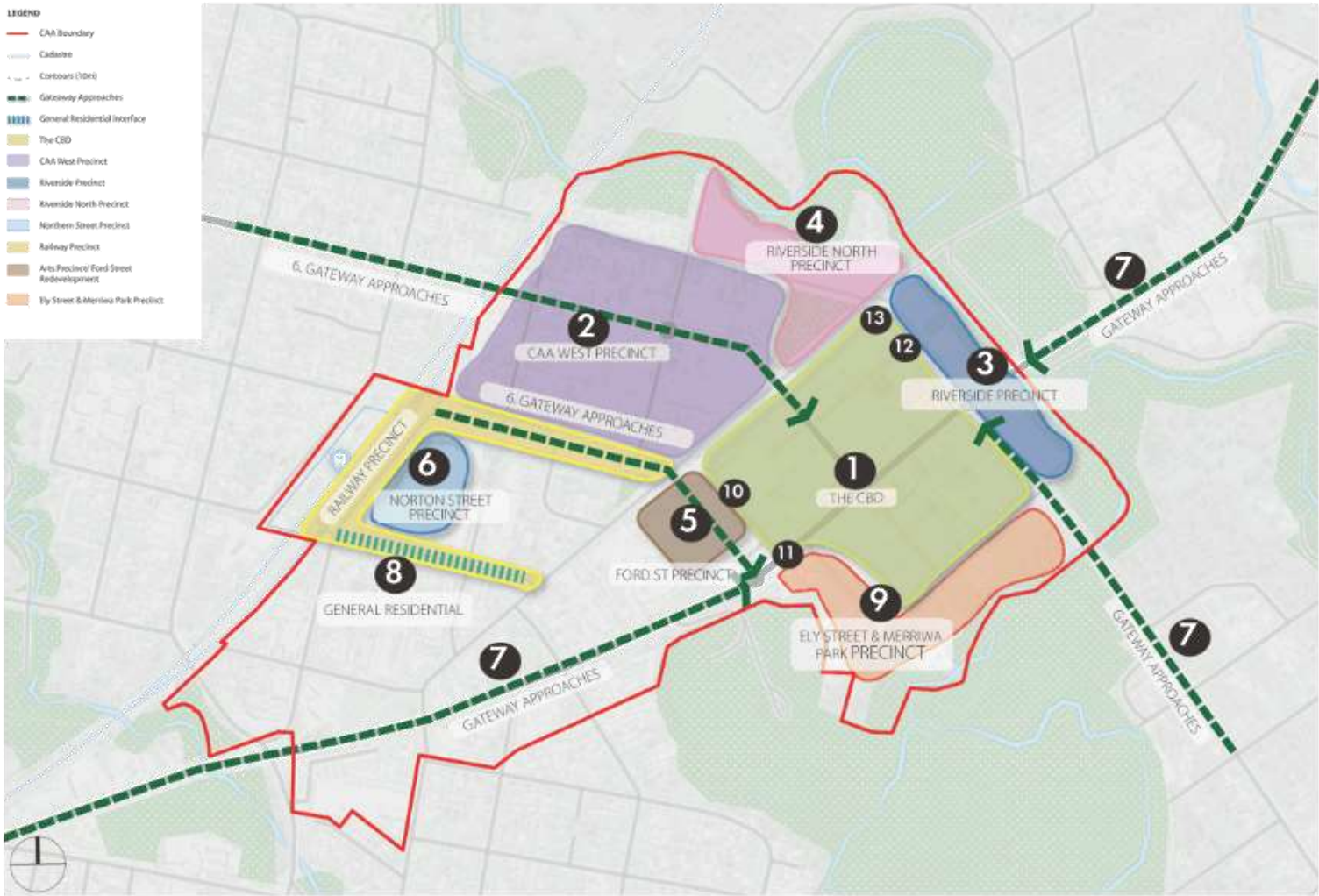


Figure 4. The Wangaratta CAA

1 CBD PRECINCT

The vision for the CBD Precinct is to create a bustling and inviting regional centre that is easy to navigate, and welcomes both locals and visitors for a wider variety of local activities. The CBD will support a true mixed-use character and identity, allowing people to work, live, shop and play within the centre of town in a variety of different and interesting ways.

Future works should positively contribute to improvements by:

- Creating connections to, and celebration of the two rivers that form the CBD, and their environments as green 'assets' for Wangaratta,
- Strengthening walking and cycling connections to surrounding streets, neighbourhoods, precincts and open spaces that support an active population,
- Creating public open spaces that connect key areas or attractions in the CBD, and act as locations for a variety of local and seasonal events and festivals as well as day-to-day happenings,
- Encouraging engaging shop fronts that provide an active footpath experience incorporating areas of kerbside activity, including dining, and support a growing night-time and weekend economy for the CBD, and
- Encouraging high quality upper-level renewal and development above shops that give businesses a location to thrive within the CBD, and places to stay and live for residents or visitors.

2 CAA WEST PRECINCT

The vision for the CAA WEST Precinct is to create a mixed-use extension of the CBD that incorporates a wide variety of supporting retail, and commercial activities and uses.

The key design principles that should guide future development within this precinct include;

- Encouraging built form, active and interesting street level tenancies fronting the street and potential for upper-level tenancies or dwellings, particularly along Rowan Street, the key CBD approach from the west,
- Encouraging mixed-use development and opportunities for people to live and work in close proximity to the CBD, and the Ovens River corridor,
- Supporting new larger development and renewal sites that contribute positively to the streetscape character of the CBD, and minimise the adverse effects of car parking to the public realm,
- Encouraging renewal and re-use over time of residential house sites into either commercial or professional services tenancies, or more compact forms of CBD living, and
- Ensuring new development (on Ovens Street) respects the King George Gardens.

3 RIVERSIDE PRECINCT

The Riverside Precinct is a well loved entertainment and hospitality precinct incorporating great places to experience the river environment for both locals and visitors. All future work should positively contribute to supporting activities in the precinct, in particular;

- Encourage opportunities for sites adjacent to the Ovens River corridor to open out onto the river promenade, and where appropriate, incorporate riverside dining or seating areas,
- Support the development of walking and cycling connections north into Apex Park, and south to the CBD, as well as links to the adjacent Rail Trail, and
- Support the continued development of the Riverside Square for a variety of regular, and seasonal local events, as the key civic public space adjacent the river.

4 RIVERSIDE PRECINCT NORTH

The Riverside North Precinct is transitional precinct located between Templeton Street and the Ovens River corridor. The future vision for the precinct is to provide improved access and connectivity to Sydney Beaches and the Riverside Precinct. Future development should consider;

- How it addresses the Ovens River, ensuring respect for existing vegetation and the established river character,
- Supporting the opportunity for sites adjacent to the Ovens River corridor to address the Sydney Beaches area,
- Providing clear pedestrian connections between Templeton Street, Ovens and Faithfull Streets and the precinct,
- Enhancing key view-lines in the precinct,
- Supporting high-quality renewal of the Sydney Hotel site (as the key landmark to the corner of Ovens Street), the Bickerton Street bridge, and the Ovens River corridor,
- Incremental relocation of industrial uses to more appropriate sites (such as highly visible sites fronting the highway beyond the CBD), and,
- Ensuring new larger development contributes positively to the desired streetscape character of the CBD and minimises the adverse effects of car parking to the public realm.

5 FORD STREET PRECINCT

The vision for an arts and cultural precinct on Ford Street was articulated in the CBD Masterplan. The key principles of the vision are;

- Creating a new Cultural Centre to complement and expand the Art Gallery and PAC operations,
- Creating a new public plaza space fronting Ford Street, and
- Creating a more pedestrian friendly environment, with strong connections north through the Big W site to Reid Street.
- For further detail please refer to the design concept for Ford Street outlined on page 35 of the CBD Masterplan.

Part A

Part B

Part C

6 NORTON STREET PRECINCT

The Wangaratta Railway Precinct Masterplan sets out a vision for the future activation of the precinct focused on 'making Norton Street a comfortable place to linger longer'. The proposed design for Norton Street focuses on improving the arrival and departure experience for bus and train passengers, as well as improving the streetscape amenity. Future development and land use in Norton Street should support this vision with consideration of:

- Making a contribution to the creation of a truly mixed-use precinct,
- Taking up opportunities for transformation of existing sites into 2-3 storey mixed-use development, potentially incorporating elements of smaller urban living and housing,
- Encouraging new tenancies to activate the street frontage and contribute to creating a desired precinct character,
- Creating stronger connections to the TAFE and Health precincts, (potentially with allied and supporting uses or activities for these important anchors),
- Supporting a night-time and weekend visitor economy, and
- Encouraging, over time, arts, creative and small business incubator-type uses to locate in Norton Street.

7 GATEWAY APPROACHES

The CBD Masterplan sets out the vision for improving the CBD arrival experience. The vision seeks to draw on Wangaratta's natural assets and strong arts community to create a sense of arrival into the CBD. The masterplan provides design guidance on transforming the five key arrival streets into green gateway experiences. The following are overarching design principles that all development occurring along key gateways should consider;

- Contribution to the creation of an identity around each of the main approaches into the CBD,
- Encouraging landscaping along the road reserve that is consistent, high-quality and represents the landscape character of the CBD,
- Creating consistent setbacks and built form massing for commercial, industrial or retail uses within these approaches,
- High quality architectural outcomes,
- Consideration of the appropriate use signage to ensure simple and consistent wayfinding outcomes for visitors and locals, and
- Feature landscaping and/or public artwork in selected locations within the approaches to signify the 'arrival' into the CBD area.

8 GENERAL RESIDENTIAL INTERFACE

The vision for the residential area located adjacent to the CBD is for a precinct that evolves over time providing a range of urban forms of living supporting a diversity of housing choices for Wangaratta within the CAA.

Future development should contribute to this vision by;

- Encouraging the harmonious coexistence of contemporary and more urban housing opportunities with important heritage buildings and sites,
- Ensuring the retention and renewal of the significant mature street trees and the character of leafy streetscapes occurs to support the evolving built form,
- Encouraging a gradual re-location of larger industrial or commercial type uses to more appropriate commercial sites fronting the main roads and the outskirts of the town centre, and
- Supporting high quality developments of larger convenience, and commercial key uses fronting main roads within on the CBD approach.

9 ELY STREET & MERRIWA PARK PRECINCT

The CBD Masterplan sets out the vision for strengthening Merriwa Park as a point of arrival into the CBD. The key driver for the vision is to improve access to the park to better integrate park activities into daily CBD life. The vision for the surrounding precinct is one of a mixed-use precinct, capitalising on its interface with the CBD and the King River riparian corridor.

Potential renewal opportunities should consider;

- Encouraging smaller scale hospitality, visitor accommodation or professional services to locate in Ely Street,
- How new development can positively contribute to the established streetscape character on Ely Street, and minimise the adverse effects of car parking to the public realm, and
- Support uses that open out onto and engage with Merriwa Park in visually public ways, and
- Encourage uses that contribute positively to the views from the park and the overall landscape environment.

A number of key strategic sites that have been identified in the CAA because of their prominent location and for the potential positive contribution development on these sites can make to realising the vision for the CAA.

Future key redevelopment sites include:

10 BIG W SITE

The CBD Masterplan identifies the need to transform large format retail sites into more people friendly places. Due to their larger size, often the site and building design of large format premises leads to poor urban design outcomes. In the case of the Big W site there are large areas of visually dominant car parks, limited landscaping and areas of shade, areas of large blank walls and generally not very supportive of a pedestrian friendly environment.

In the case where there is renewal opportunity the following design principles should be used to achieve a more people friendly retail environment and surrounding public realm;

- Consideration of the relationship to Ford Street and contribution to the Ford Street Cultural Precinct,
- Sleeving smaller retail tenancies along the Ford Street frontage,
- Providing pedestrian connections from Ford Street, through the site, linking to Maloney's Square and Reid Street,
- Ensuring all loading and servicing occurs at the rear of the site and not conflicting with any pedestrian movements, and
- Providing car parking below ground level and not in view of Ford Street.

11 LOT 8 MURPHY STREET (CURRENTLY HARVEY NORMAN)

The CBD Masterplan identifies the site as a priority location for a permanent civic use because of its prominent gateway location. Any future development on this site should consider a design response that;

- Creates a visually exciting arrival experience into the CBD,
- Creates an active and engaging street frontage and building address,
- Integrates the natural elements and captures the key views into Merriwa Park, and
- Provides physical connections, where possible.

12 27-29 FAITHFUL STREET

This is an important strategic site due to its size and proximity to the Riverside Precinct. The primary site frontage on Faithful Street takes up a significant part of the block. The current building design misses the opportunity to contribute to the activation of Faithful Street and Victoria Parade. This is further enhanced by the elevated entrance. Any future redevelopment opportunity should seek to improve these outcomes.

13 90-100 OVENS STREET

This site is located on a prominent corner, at the intersection of Ovens and Faithful Streets. If there is opportunity to redevelop this site consideration should be given to;

- Responds sensitively to the King George Gardens opposite,
- Relationship to the prominent Sydney Hotel site,
- Creating a landmark building acting as a gateway to the Riverside Precinct, and
- Contributing an active street frontage to both Ovens and Faithful Streets.

2 ACTIVITY AND GROWTH FRAMEWORK

2.1 SUMMARY

The Activity and Growth Framework supports development that contributes to the vibrancy and revitalisation of Wangaratta's Central Activities Area, whilst preserving the existing regional character and history of the city. Growth is encouraged in a manner that does not conflict with the existing land uses and character of Wangaratta, while also contributing to a diverse and interesting streetscape.

Fostering redevelopment of land for higher and better uses which contribute positively to the diverse mix of business and industries within Wangaratta is a key driver of the Activity and Growth Framework. Complimentary to business and commercial redevelopment is the inclusion of additional housing and accommodation options within the Wangaratta CAA. Additional housing options within the existing CAA can create safer streets with more people moving between the CBD and their accommodation, and also provide the opportunity for smaller dwellings for people's changing housing needs over time.

2.2 OBJECTIVES

The key objectives for the Activity and Growth Framework are:

- Enabling Wangaratta to grow and develop both in population and as a tourist destination within the north east region
- Supporting the economic performance of the Wangaratta Central Activities Area through provision of a range of retail, office, recreation, educational and other opportunities, whilst seeking opportunities to achieve a broader & more resilient economic base
- Supporting an intensification and broadening of residential uses in Wangaratta Central Activities Area
- Locating areas for redevelopment which can positively impact the growth and vibrancy of the CAA
- Identifying key areas to facilitate redevelopment which will enhance the approaches into the Wangaratta CBD
- Encourage destination shopping in the central core, reinforcing key retail streets, particular Reid and Murphy Streets
- Supporting uses that extend the activity in the central activities area beyond workday, 9-5 peak time

2.3 ACTIONS

There are a number of key locations for redevelopment, which will increase the vitality and activity of the CAA. These key locations below are shown in Figure 3. Activity and Growth Framework:

1. The Norton Street precinct adjacent the Train Station is a key area for future redevelopment. This precinct is zoned Mixed Use Zone, and is a zone appropriate to entice future development, including retail, food and beverage, and other uses as soon as visitors exit the train.
2. The southern pocket of residential zoned Mixed Use Zone is zoned appropriately to facilitate diverse housing opportunities and other complimentary commercial and retail uses. This area requires planning applications which respond to the existing residential context, but also the thriving township approach along Ryley Street.
3. Properties along Templeton Street can facilitate built form engagement with the Ovens River and Sydney Beach. Redevelopment of this area can provide destination event spaces, accommodation, or act as an extension to the restaurant precinct along Faithful Street.
4. Commercial redevelopment of the The Wangaratta Water Treatment Plant may be possible in the long term, however short-term there is opportunity to connect the public with the confluence of the King and Ovens Rivers without impacting on the operation of the water treatment plant, similar to the boardwalk west of Parfitt Road. This opportunity can also include streetscape improvement along Faithful Street, including art, murals, and screening of the visible elements of the treatment facility.
5. The southern township approach along Ryley Street locates a high proportion of short stay accommodation for visitors and temporary workers alike. This southern approach to the CBD provides an interface between the industrial precinct to the south, and the finer grain of the CBD and Murphy Street. Redevelopment of key sites should provide a rejuvenated built form outcome with better streetscape amenity for pedestrians and cyclists.
6. The western township approach along Rowan Street should provide a higher level of amenity between the railway underpass and Ovens Street. The area currently provides a dislocated mix of services, with a significantly wide road pavement acting as a barrier between the sides of the street.
7. Support the continued redevelopment of the plaza north of Docker Street, ensuring that existing key pedestrian and vehicular links are retained.
8. Eastern, and Northern gateway approaches (outside of the CAA and this UDF) should promote a landscaped and pedestrian friendly experience into town, including streetscape upgrades, street tree planting, landscaping in the private realm, and limits on advertising signage.

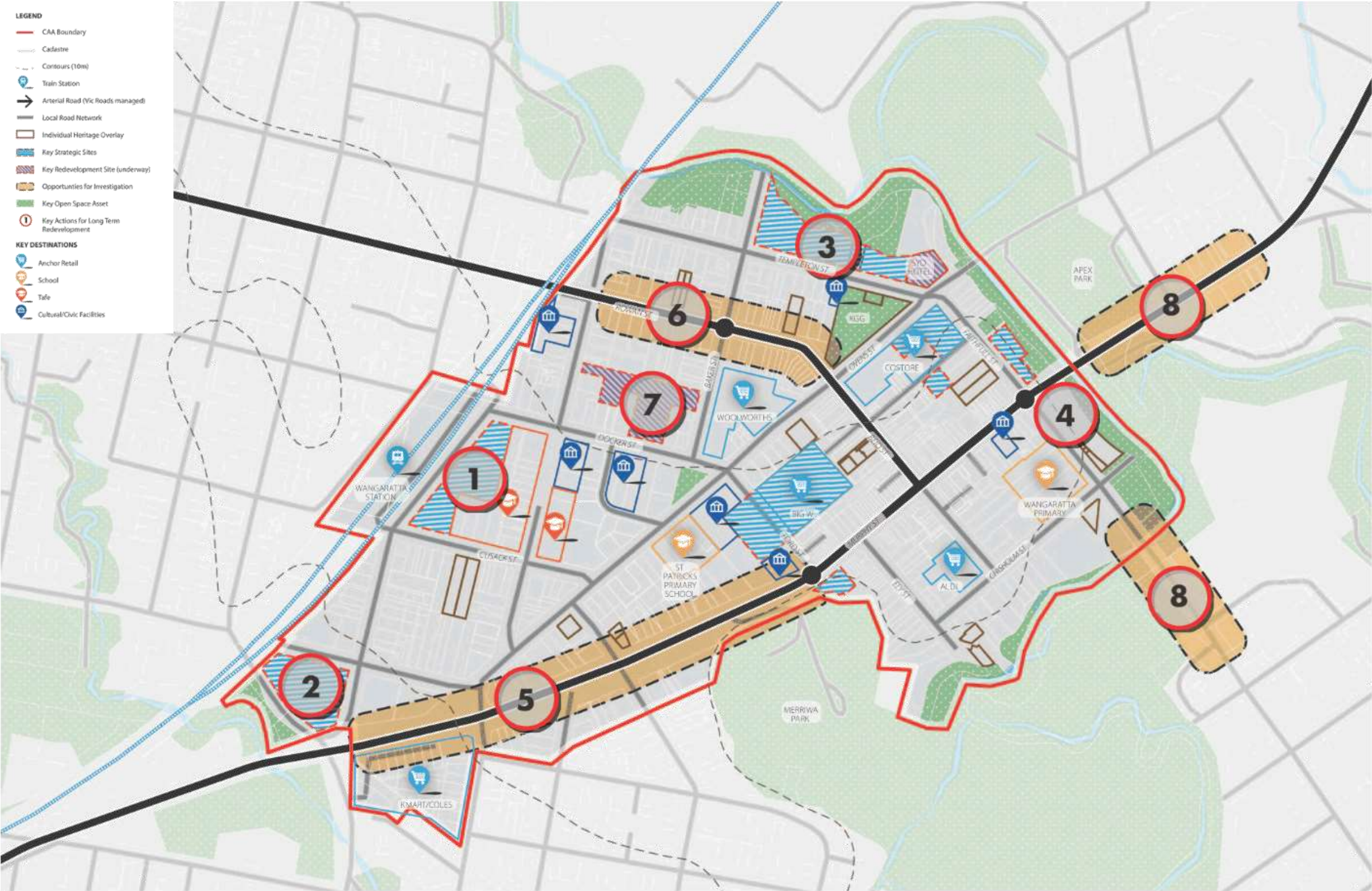


Figure 5. Activity and Growth Framework Plan

3 ACCESS AND MOVEMENT FRAMEWORK

3.1 SUMMARY

The Access and Movement Framework acknowledges the existing nature of pedestrian, bicycle, and vehicle movement throughout the Wangaratta Central Activities Area, and establishes a revised network of opportunities which can redirect and enhance movement through the CAA.

Many regional centres such as Wangaratta are highly car dependent for business, due to their regional locations and travel distances between different townships. Additionally, vehicle traffic brings people into Wangaratta for the medical precinct, which forms a significant portion of the economic activity for the city. While these vehicle movements through the city are an important form of transport, they are regularly and often prioritised at the expense of pedestrian and cyclist movements.

This movement hierarchy can be adjusted to provide additional pedestrian and cyclist safety and priority at key locations, without excessively hindering the movement of private vehicles. This refinement of the existing network will allow free flowing vehicle traffic in some locations, whilst slowing down and giving pedestrians the priority in other locations.

Increasing pedestrian and cyclist movement through the CAA also allows for increased access without the burden of large roadways. Pedestrians can take advantage of smaller access locations, navigate through mid-block connections, and connect down steep inclines with relevant DDA compliant ramps and stairs. These connections are easier, simpler, and more cost effective than providing vehicle access to all locations.

3.2 OBJECTIVES

Supporting the changing nature of the Wangaratta CAA is a set of objectives which are intended to drive a preferred movement network for all users.

Key objectives for the Wangaratta Movement and Access Framework:

- Promote walking and cycling as the safest, most convenient and enjoyable way to get around the Wangaratta CBD
- Prioritise pedestrian safety at street crossings
- Slow vehicle traffic at key intersections to increase pedestrian safety
- Allow key vehicle routes to exist and continue to function as key arterial routes
- Provide clear open space links from the CBD, through to parks and the King and Ovens Rivers for pedestrian and cyclist priority movement
- Create a bustling, inspiring, open, just, inviting, easy to navigate Wangaratta Central Activities Area (OBJECTIVE 5 CBD Masterplan)
- Improve the Wangaratta Central Activities Area arrival experience (OBJECTIVE 6 CBD Masterplan)
- Improve the movement network to, in and around Wangaratta Central Activities Area (OBJECTIVE 8 CBD Masterplan)
- Improve connections from the surrounding residential area to the rest of Wangaratta Central Activities Area (OBJECTIVE 14 CBD Masterplan)
- Provide a central transport hub for all modes of public transport in Precinct 3 - Transport Hub (OBJECTIVE 12 CBD Masterplan)
- Promote street life and safety, through additional street based retail and movement
- Promote multi-modal travel - making public transport a more attractive and realistic option
- Support the growing cycling culture, both local participants and visiting ones
- Connect Wangaratta with other regional cities through High Speed Rail network
- Connect the Wangaratta CAA to the Health Precinct through the Wangaratta Station precinct
- Provide opportunities for electric vehicle charging stations, co-located with other e-vehicles (bike, scooter, mobility aid) charging locations at key locations

3.3 ACTIONS

There are a number of strategic upgrades as part of the Access and Movement Framework which will contribute to enhancing the vitality and activity of the CAA, whilst also making it a safer space for all users.

1. Include additional raised pedestrian crossings at mid street block to enhance pedestrian permeability, which will also reduce vehicle speeds
2. Where mid-block crossings are proposed or upgraded, encourage development opportunities around new pedestrian crossing treatments which facilitate eyes on the street, such as alfresco dining opportunities or public seating locations.
3. Upgrade existing and proposed crossings to incorporate:
 - Larger surface area and width,
 - Minimal level changes for DDA compliance
 - Provide a consistent pedestrian crossing treatment throughout the CAA
4. Ensure footpaths and bike paths throughout the central activities area maximise pedestrian and cyclist safety and comfort, and provide connection to all key destinations
5. Incorporate laneway upgrades to encourage safer pedestrian passage
6. Identify key vehicle routes to retain higher order movement function
7. Locate a preferred pedestrian and cyclist route through the station precinct to connect into the Hospital precinct
8. Locate cycle priority areas to facilitate the development of the future Council Walking and Cycling Strategy
9. Transitions in pavement around accessible spaces, to be consistent (ie avoid kerb where practical)
10. Advocate for a High Speed Rail destination/station at Wangaratta, in order to leverage its location as a regional City with a high quality health precinct

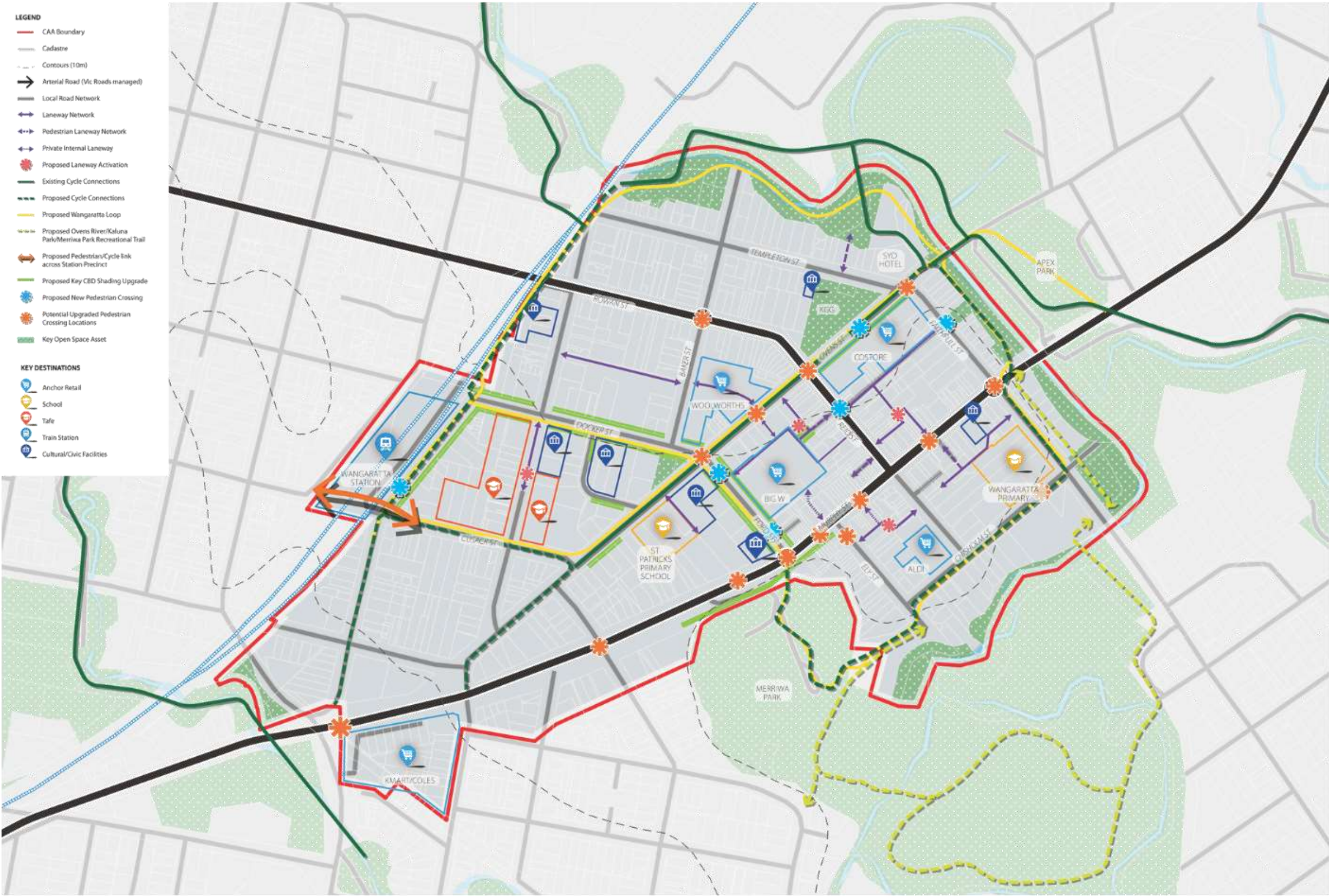


Figure 6. Access and Movement Framework Plan

4 THE BUILT FORM FRAMEWORK

4.1 SUMMARY

As Wangaratta grows there will be pressures relating to building activity within the central business district. In order to maintain and enhance Wangaratta's current urban fabric of laneways, heritage buildings, and active streets, a Built Form Framework is required to provide guidance on appropriate design. All new land use and development (including re-development) within the central activities area should incorporate good design by:

- Responding to the surrounding context, is proportional in scale and recognises existing heritage values and neighbourhood character
- Improving the appearance of the CBD as a business, community residential, tourism and entertainment area
- Being innovative in responding to potential amenity issues on neighbouring sites and the surrounding public realm, such as access to sunlight, noise and building servicing
- Respecting Wangaratta's existing heritage fabric and contribute to the creation of an active and interesting streetscape

It is desirable that development:

- Considers the intensification and broadening of residential uses in CBD
- Is site responsive and employs sustainable building design and construction methods, particularly in regards to climate control and energy efficiency

4.2 OBJECTIVES

Key objectives of the Built Form Framework include ensuring that:

- all new land use and development enhances public and private amenity
- the existing street based amenity is not compromised
- new built form provides for a range of uses, including retail outlet, food and beverage, residential, office and employment
- there is increased activity and appeal of the CBD area through a diverse land use offering
- there is increased value and importance of the pedestrian experience, through appropriate design principles

These objectives will be achieved through design controls which will provide guidance on the appropriate development of the Wangaratta Central Activities Area. These will create a design criteria to assist in the evaluation and assessment of development proposals in the private realm, including public works. These design guidelines will be used by the Rural City of Wangaratta to assess proposed developments in a consistent and objective manner, within the framework of a CAA wide vision.

These guidelines provide detail on building responses, such as:

- Scale, Massing and Setback
- Active Streets and Signage
- Weather Protection
- Accessibility

The Built Form Design Controls should be used in conjunction with the Public Realm & Streetscaping Framework outlined in Chapter 4.

4.3 BUILT FORM CHECKLIST

When assessing any development application the following provides a checklist of key considerations to ensure maximum benefit is being generated to the surrounding environment. Development should contribute to the amenity of the street, as well as having regard to the;

- Activation of interfaces with the public realm
- Public realm benefits that might occur from any development
- Loading and servicing is located away from areas of high public amenity
- Role and connectivity of the streetscape
- Opportunity this development might have as a catalyst for change in this area
- Siting of the building, and the connection with major pedestrian thoroughfares
- Provision of secure bicycle parking, storage lockers and showers to promote active modes of transport
- Construction time line of this project, and whether it can tie in with any capital works/streetscaping works which may be co-funded or developed in conjunction
- Overall sustainability of the building, including recycled elements, water saving, and environmental value
- Retention or restoration of heritage façades, materials, or colours where they may have been obscured or concealed in the past
- Relevant Bushfire Management Overlay and the requirement to meet the specific BAL rating as described in the planning scheme

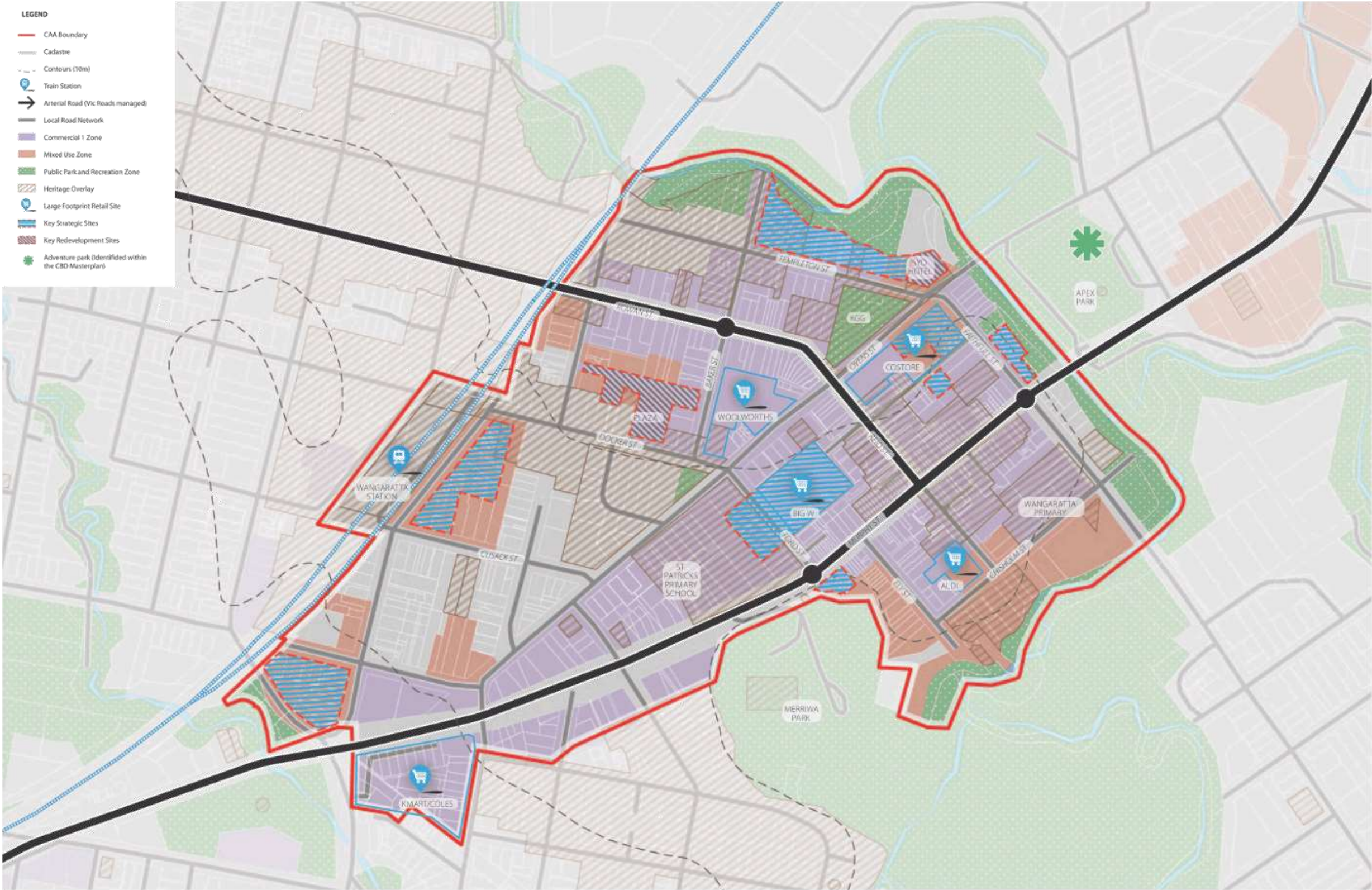


Figure 7. Built Form Framework Plan



Part A Part B Part C

4.4 GUIDELINES

4.4.1 Building Scale, Massing & Setback

New retail development should achieve an urban form consistent with the local character and contribute to the intensification of activity in the retail core of the central activities area. This can be achieved through the appropriate use of Building Scale, Massing and Setbacks.

Building Scale

Building scale relates to the appropriate built height and context of the surrounding built form. Managing building scale can be accomplished by having consideration to the following objectives and guideline:

Objectives

- O1** To ensure the siting of new built form responds positively to the existing character of its surrounds
- O2** To minimise the impact of overshadowing within the site and adjoining development

Guidelines

- G5** Provide a building height that is consistent with low rise character of the central activities area in order to prevent new buildings from dominating the streetscape and surrounding area
- G6** Respond to the scale of adjacent building, particularly heritage buildings, to allow a consistent scale of the streetscape
- G7** Respect the heritage built form, to allow the heritage building to remain the dominant streetscape element
- G8** Be proportionate to the width and depth of the allotment to provide consistency in the visual rhythm of the street
- G9** Encourage larger scale development on key corner sites, with vertical elements responding to the prominent location and grounding the location to the corner - refer Figure 6 - in order to signalise a built form gateway into a street
- G10** Encourage shop-top housing options throughout the Town Centre where conditions are suitable and practical, in order to promote diverse housing options in the city.

Building Massing

Building massing relates to the visual bulk and presence that a building has from the street. Important when regarding massing is the surrounding streetscape elements, and heritage built form that may need to be sensitively addressed. Building massing can be addressed in new developments by considering the following objectives and guidelines.

Objectives

- O3** To provide development that addresses the street and contributes to on street activity
- O4** To respond to the existing heritage elements within its surrounds

Guidelines

- G11** Limit the mass or bulk of a building to not overwhelm a street
- G12** Include a site responsive built form outcome, ensuring the building is appropriate to its environmental context
- G13** Sensitively respond to the existing built form in order to maintain a harmonious streetscape
- G14** Transition between the existing built form and the new building in a considered and appropriate manner
- G15** No unnecessary reduction in existing amenity for existing buildings, streets, and private open space
- G16** Utilise fine grain elements to break up the mass of any proposed new built form
- G17** Utilise articulated facades to differentiate multiple tenancies for clarity of building functionality
- G18** Avoid the large scale use of corporate colours which dominate the streetscape and hide the fine grain materials of a building

Building Setback

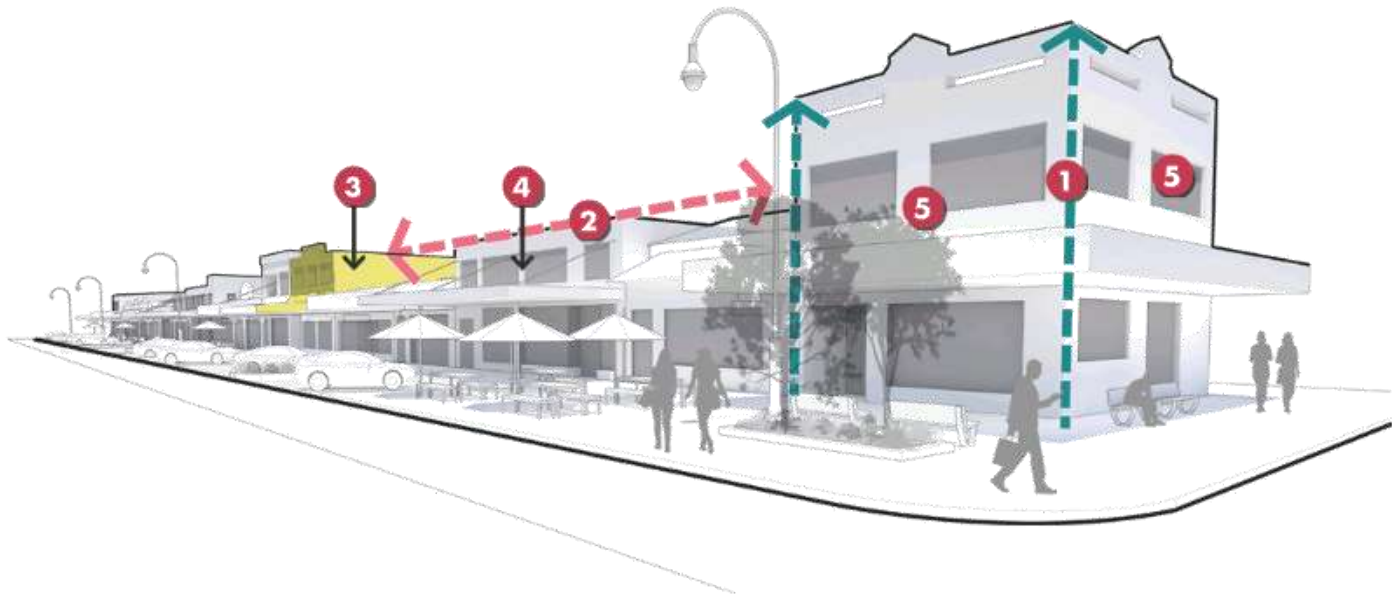
Building setbacks relate to the building elements that abut a property line, and how far close or far away that building is. In central areas, no setback to the street is considered best practice approach, in order to facilitate a consolidated built form edge lining a street. However, variations to this can create visual interest and result in a scale reflective of the pedestrian friendly vision.

Objectives

- O5** To create cohesive streetscapes that are legible and consistent
- O6** To enable consistent development controls across the CAA
- O7** To encourage activity and safe streets in the Wangaratta CBD

Guidelines

- G19** Zero ground floor setback to the street front in order to ensure a consistent street presence
- G20** Include localised intrusions/extrusions/projections of the built form at the street level to encourage activity and visual interest
- G21** Provide a generally consistent street wall in context with the existing street level
- G22** Where upper levels are proposed, they must also reflect the appearance of having no setback to the street, however this may be presented as a balcony area, and not only as a habitable room
- G23** Activation of upper floors with appropriate commercial/retail/residential uses as appropriate are encouraged to provide activity and use of upper levels



- 1 Increased vertical scale on key corner sites
- 2 Consistent building height with adjacent buildings
- 3 Respect existing heritage built form and influence on the street
- 4 Incorporate fine grain tenancies to reduce the overall mass of larger buildings
- 5 Address both frontages

Figure 8. Scale and Massing Diagram



- 1 Consistent streetfront built form setback
- 2 Localised intrusions / extrusions to add visual interest on the street
- 3 Where upper levels are proposed, they must reflect the appearance of having no setback to the street
- 4 Upper level floors may be setback where parapets or heritage built form elements are required to retain street prominence

Figure 9. Setbacks Diagram

Part A

Part B

Part C

4.4.2 Activated Street Frontage & Signage

The street edge of a building should clearly articulate the transition between the public and private realm. New development or alterations to a building should contribute to this articulation and the visual interaction between people on the street and those inside shops and business.

Two types of retail interfaces that have been identified based on this land use: retail shop front, and food & drink premises shop front. These are two common on the ground outcomes, and as such two sets of Street Frontage guidelines have been created to address them.

Retail/Commercial and Food & Beverage/Cafe Street Frontage

Street Frontage has regard to how a building presents to the street on the ground floor, where the majority of pedestrian interactions are going to occur. Providing street frontages that allow for visual interaction between the street and the inside of the building enables opportunities for passive surveillance and safe street to exist. Food and Beverage / Cafe street frontages are similar to retail and commercial frontages in that they create additional pedestrian traffic and interaction, and provide a food/drink based service. These frontages are more likely to facilitate positive pedestrian interaction, and encourage passive surveillance and eyes on the street. Considering the following objectives and guidelines can help to achieve this.

Objectives

- O8** Enable safe places for pedestrian movement during extended trading hours
- O9** Provide activated, exciting and interactive streets for people to use
- O10** Create safe and slow streets that facilitate pedestrian engagement and safety
- O11** Provide high quality built form outcomes which reflect the slow, pedestrian speed streets, encouraging high quality and detailed use of materials
- O12** Provide clear access and movement without cluttering the street

Guidelines

- G24** Maximise the extent of the frontage to the primary street, ensuring high value frontage is built out
- G25** Zero ground floor setback to the street front in order to ensure a consistent street presence
- G26** Include localised intrusions/extrusions/projections of the built form at the street level to encourage activity and visual interest
- G27** Allow opportunities for visual interaction between people on the street and people in the shop through large proportions of clear glazing
- G28** Limit obstructions, such as large opaque stickers, shelving, or displays, that will restrict views to and from the shop and reduces activity
- G29** Where commercial premises exist; encourage foyer/showrooms to address the main street frontage, while locating private meeting rooms away from the main street frontage, to enable privacy, without compromising the street presence.
- G30** Provide visual interaction between the street front and people dining inside the premises
- G31** Where food preparation occurs in a building, do not locate this at the front of the store, unless it is a feature of the store, providing an interesting and active display
- G32** Provide kerb side dining where practicable to facilitate on street activity
- G33** Locate kerb side dining with appropriate access clearances from retail entrances to allow for safe movement for pedestrians
- G34** Provide appropriate street furniture to allow access for all types of users and abilities
- G35** Ensure that diners do not inhibit the function of adjacent shops and block entrance way or access to any required infrastructure
- G36** Use subtle delineation markers between al-fresco dining areas and clearways for pedestrian access to facilitate understanding between pedestrian and dining areas

Building Signage

The use of signage in activity centres can provide businesses with a sense of identity and ability for their customers to locate them easily. However, amongst many other businesses advertising along the same street, businesses are seeking more prominent ways to advertise their business. Controlling this additional signage is critical, as it can greatly reduce the aesthetic of the urban environment. The following objectives and guidelines will provide additional guidance on how to manage signage in these areas.

Objectives

- O13** Design signage to be well located and co-ordinated to enhance the public realm
- O14** Limit additional signage to appropriate locations
- O15** New signage should compliment the existing urban fabric, providing an additional piece to the activation of the street, without detracting from the overall appearance of the area

Guidelines

- G37** Limit excessive signage on the primary and secondary frontages of corner sites
- G38** Signage on verandahs/awnings should not exceed the height of the awning/verandah provided on the building
- G39** Temporary/retractable awnings/umbrellas should not contribute to the signage of a business
- G40** Signage should not be included on the second storey of businesses unless located on a key corner site with separate upper level uses
- G41** Signage should be located hanging from beneath the shade structure, at a height that does not impede pedestrian traffic flow along footpaths
- G42** Signage should respect the surrounding heritage elements, and not contrast or reduce the importance of nearby heritage buildings
- G43** Restrict corporate paint colours (signage) on buildings to ensure that signage is not a dominant element of the building



Figure 10. Activated Street Frontage Diagram

- 1 Maximise opportunities for visual interaction between the street and the inside of the premises
- 2 Provide localised intrusions/extrusions for doors/windows to add visual interest along the street
- 3 Provide kerbside dining/street trading where appropriate
- 4 Ensure clear pedestrian access ways are maintained for safety



Figure 11. Signage Diagram

- 1 Manage signage to the primary and secondary frontages (if applicable)
- 2 Signage on verandah's and awnings must not exceed the height of the awning/verandah structure
- 3 Signage should not be included on the second storey of any built form elements
- 4 Signage should be located overhead, without impeding pedestrian flow

4.4.3 Weather Protection

Weather protection is a critical element within a pedestrianised spaces, such as a laneway or a public street. Weather protection increases the attractiveness of using active modes of transport, such as walking or cycling, and allows people without access to a private vehicle with the same equal opportunities as those with a car. Weather protection increases the times at which the CBD can generate activity, and increase the usability and comfort of the street.

Temporary and Fixed Weather Protection

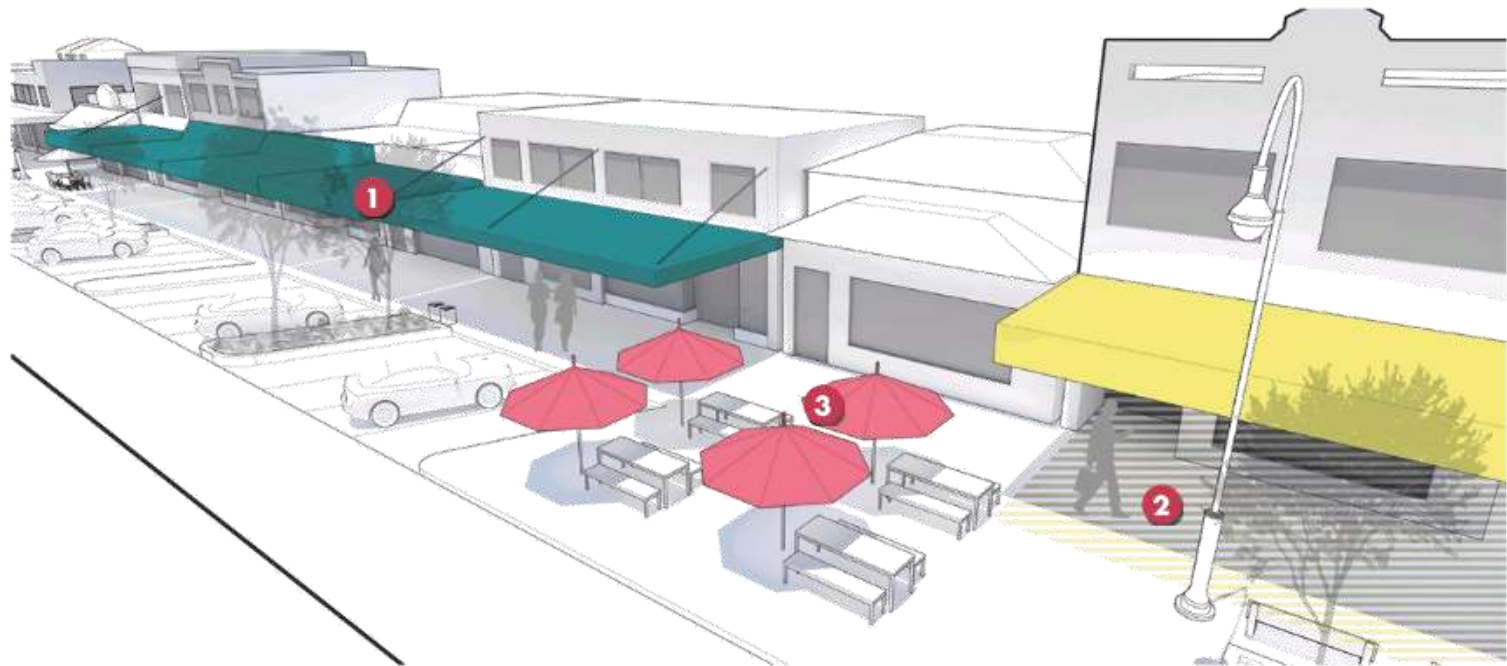
Weather protection can be considered either temporary or fixed structures, which are either moveable or de-mountable/foldable in a way that does not impact the public realm when un-used. Where permanent structures are not an option, temporary or moveable structures are encouraged in order to facilitate increased pedestrian amenity on the street.

Objectives

- O16** Provide shade from heat and rain to pedestrians
- O17** Provide a consistent approach to weather protection throughout the CBD
- O18** Locate key public areas with adequate weather protection
- O19** Consider heritage buildings, and any controls relevant to building modifications

Guidelines

- G44** Include temporary or movable shade structures such as umbrellas, or permanent awnings for weather protection, in order to enhance usability of the streetscape
- G45** Ensure that umbrellas are high enough to not impede pedestrian flow
- G46** Ensure that umbrellas do not overhang the road reserve, and are not safety issues for passing motorists or cyclists
- G47** Utilise retractable awnings as required - where included, tractable awnings should not inhibit pedestrian clear zones
- G48** Ensure that retractable awnings and their pattern/colour do not clash with the established palette of the existing built form
- G49** Ensure that fixed awnings cover at least 90% of the width of the footpath
- G50** Ensure that structures (fixed and temporary) allow for both existing and new street trees to be planted, and not impede their potential growth
- G51** Where shading is to occur in public areas other than a streetscape, ensure that the shading device does not impede the future use of that space (public plaza, park etc)



- 1 Consistent weather protection along the street
- 2 Awnings or verandah's should protect 90% of the footpath width
- 3 Where permanent structure cannot be implement, temporary or movable structure can be utilised

Figure 12. Weather Protection Diagram



- 1 Where heritage or other building restrictions limit the inclusion of weather protection:
- 2 - Trees can be located in the footpath to provide weather shade
- 3 - Temporary or movable shading can be included

Figure 13. Weather Protection Diagram

Part A

Part B

Part C

4.4.4 Access

Access includes able and disabled pedestrian access, shop front access, and vehicle access and loading. Access is important in order to facilitate multiple modes of transport to and through the CBD area, however in some areas prioritising one mode of transport over the other is critical to the success of a walkable retail and business environment.

All modes of access have a hierarchy and a place in the development of a centre. It is therefore crucial to allow all modes to co-exist in a way that does not restrict the desired function of another.

Building Entrance

Entrances to buildings where services are provided and purchases are made need to provide access for all users in order to encourage a wider user base the opportunity to contribute to the transactional economy. Providing safe and well designed entrances facilitates long term usage.

Objectives

- O20** Provide access in accordance with the Disability Discrimination Act
- O21** Allow all users access

Guidelines

- G52** Provide direct, convenient and safe all abilities access from the primary street frontage into a building
- G53** Locate the primary entrance onto the primary frontage
- G54** Where a corner building exists, ensure that retail sites have entrances on both faces which address the street to provide clear access arrangements
- G55** Allow retail outlets to address a laneway to if appropriate distances for vehicles and pedestrian clear-ways are considered

Truck Loading

Vehicle loading and unloading is a critical part of allowing a business area to grow and provide goods to local customers. Loading can be tricky to negotiate, especially when truck, pedestrian and cycle movement are in conflict. The following objectives and guidelines will provide some critical considerations when regarding new or modified loading zones.

Objectives

- O22** Consider impact on surrounding footpath and cycle networks and visual amenity
- O23** Consider consolidated loading areas that reduce the total number of adjoining loading bays

Guidelines

- G56** Locate loading bays to the rear or side of the property and away from direct view lines in order to maintain the appearance of the street
- G57** Integrate, where possible, loading areas into the design of the building so that loading occurs internally, and away from key view lines
- G58** Consideration should be given to the co-location and consolidation of loadings areas for multiple stores where possible, in order to reduce the number of loading bay areas if possible
- G59** Include screening with landscaping or articulated built form to reduce the visual impact from the streets and public areas
- G60** Provide a rear lane for service and loading traffic (where practical) to separate loading from customer access and parking
- G61** Ensure storage and loading areas are of sufficient size and dimensions to avoid the use of car parks for temporary storage of goods.

Car Parking

Car parking is a critical and contentious element of activity centres. People want to be able to park close to the shops, but too much parking can result in a dysfunctional, unattractive and disconnected streetscape and retail network. Car parking options should be provided to users, with a range of time constraints available in order to enable decision making.

Objectives

- O24** Car parking should facilitate trips to multiple businesses/shops, not just single destination points
- O25** Consider car parking in consolidated areas to encourage critical mass of parks
- O26** Provide safe pedestrian movements through and to car parks
- O27** Implement the Wangaratta Car Parking Plan 2019

Guidelines

- G62** Respond to the provisions specified in Clause 52.06 of the Wangaratta Planning Scheme and the relevant car parking overlay.
- G63** Provide staff parking in different locations to car parks being provided for customers.
- G64** Ensure that customer car parking spaces should be permanently reserved for customer access and not utilised for storage etc.
- G65** Prioritise pedestrian movements at car park entrances on the street
- G66** Provide pedestrian pathways in all car parks to provide safe and clear access
- G67** Ensure large areas of car parking are not the dominant view from the street, and that built form is located close to the street frontage
- G68** Allow a limited number of 'hero' car parks in front of the shop, with more located at the rear, but still within appropriate distances

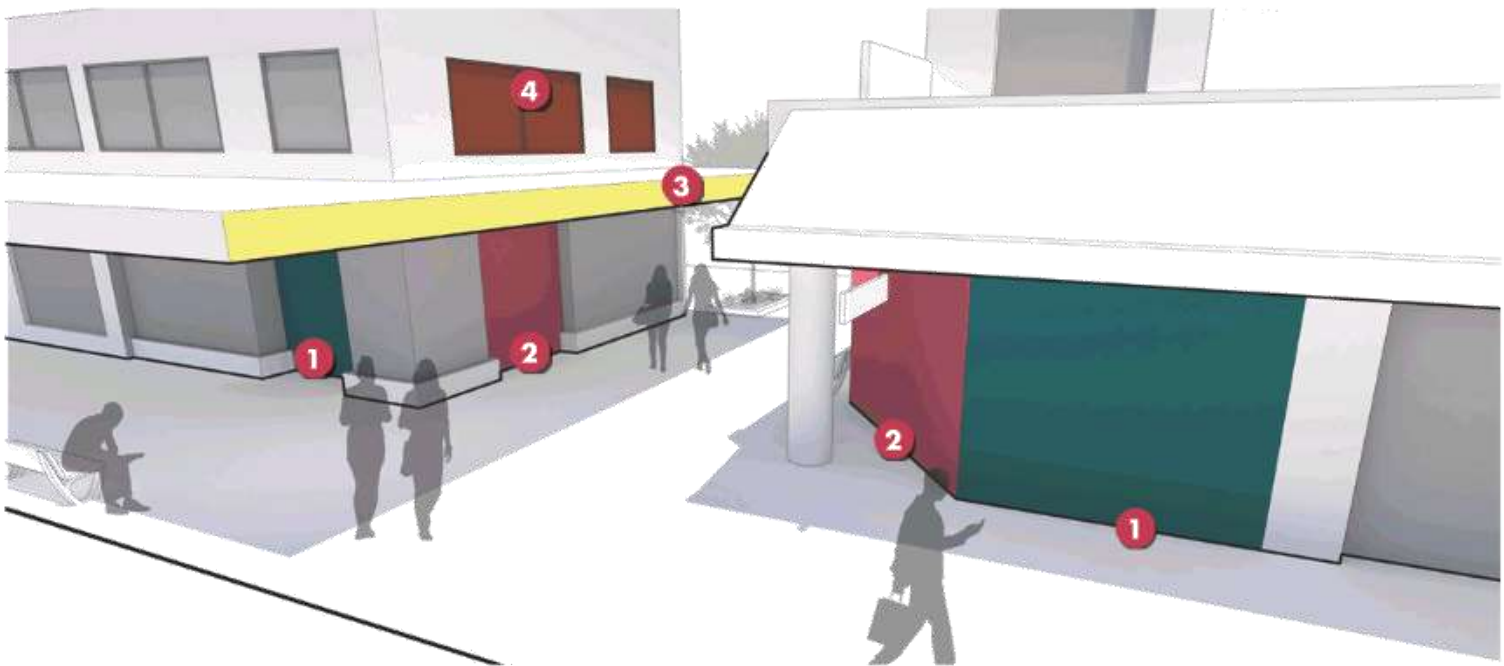


Figure 14. Shop Entrance Diagram

- 1 On corner sites, ensure that an entrance is located on the primary street frontage
- 2 Ensure that access is also available on secondary street frontages
- 3 Ensure laneways and secondary frontages have weather protection and potentially street tree canopy cover
- 4 Provide upper level activation with windows for residential or commercial purposes

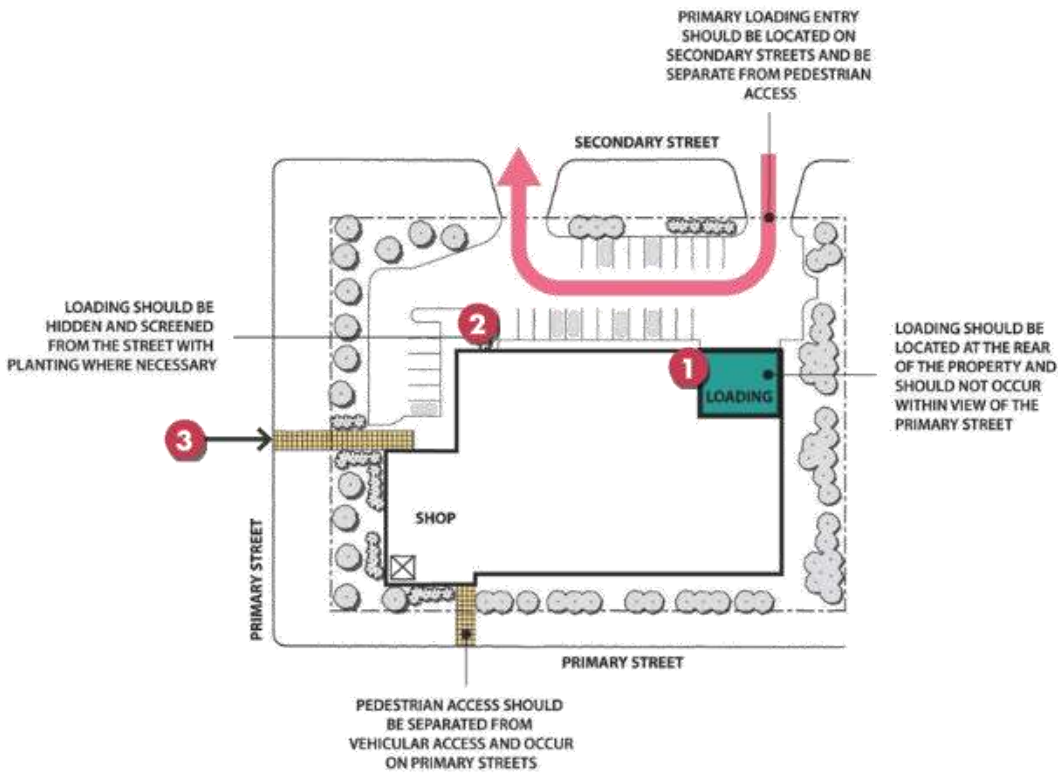


Figure 15. Car Park Movement Diagram

- 1 Locate loading at the rear, away from primary and secondary street frontages
- 2 Provide landscape or built form screening of the loading area
- 3 Locate pedestrian priority access into and through the car park



Loading bay screening using stone wall, and creeping vines

Part A

Part B

Part C

Waste Storage Facilities and other Services in Building Design

Waste storage and building services are a common occurrence for businesses and most buildings. Building services may include fire hydrants, water boosters and meters, electrical sub stations, electrical switch boards, communications cupboards, gas meter, heating & cooling plants etc. Some or all of these areas required in new buildings, in addition to waste storage area which are typically located out of site from the main frontage.

Objectives

- O28** Create a attractive pedestrian environment where the locations of services does not impact the public realm
- O29** Co-locating services, waste, loading, and access areas where possible in order to provide a consolidated service core

Guidelines

- G69** Co-locate service cabinets with internal loading, waste or parking areas where possible to avoid impacting on the public realm
- O30** Ensure that building services and waste storage areas do not dominate street level
- O31** Ensure that building services and waste storage areas are not the most prominent element of a building or business from the street
- O32** Where possible, locate loading, vehicle access and storage areas away from main frontages in order to reduce their impact when viewed from the street

Bicycle Parking and Storage

Encouraging the use of cycling as a legitimate mode of transport is important in making the central area of Wangaratta a more accessible and safe public environment. By facilitating cycling we can encourage healthy and active modes of transport, and add vibrancy to the CAA. Cycling can also act as a tourism generator, and promote the creation of additional visits to Wangaratta and the broader region.

Objectives

- O33** Encouraging cycling as a safe alternative mode of transport
- O34** Encouraging cycling as a tourism generator, to increase visitation to Wangaratta

Guidelines

- G70** Support cycling as a mode of transport through the provision of safe and accessible bicycle lock up and storage facilities.
- G71** Bicycle storage, change room and locker facilities should be located in new businesses where practical, in order to improve end of trip facilities for cyclists
- G72** Encourage other tourism related uses in association with cycling and in proximity to bike parking and storage facilities
- G73** Provide cyclist priority areas on footpaths and near intersection to allow safe areas to stop, mount the bike, and take off.

Internal Malls, and Walkways

Where some building tenancies are accessed via internalised walkways (private or public), their built form presence and access arrangements may slightly differ from those fronting onto a traditional street. Access into and through these sites is important, and should be facilitated through good design principles.

Objectives

- O35** Encourage the use of off street car parking in order to reduce vehicles on pedestrian oriented streets, and provide safe and convenient access through internalised laneways to connect car park and street.
- O36** Ensure tenancies within internalised laneways provide appropriate interfaces to the laneway

Guidelines

- G74** Encourage the use of off street car parking by enhancing and providing appropriate internalised laneway access for pedestrians
- G75** Ensure tenancies do not encroach into the laneway walk way, inhibiting pedestrian flow
- G76** Ensure that clear glazing is used on any walls fronting the laneway, providing a safe environment for pedestrians and workers

4.4.5 Sustainability

Sustainability is a critical element when considering the long term role that buildings play in our urban environment. When sustainable initiatives are not undertaken as early as possible, the long term effects of power usage and amenity issues for users can be substantial. In addition to lowering costs, the greening of our urban environment can also benefit from considered sustainability interventions.

Sustainability

Sustainability incorporates a range of best practice initiatives, including utilising recycled materials, double glazed windows, passive heating and cooling, all the way through to understanding how the end user travels, and how the building can encourage more sustainable methods of travel. Consideration should be given to the following objectives and guidelines to further these sustainability goals.

Objectives

- O37** Ensure that new built form considers ESD and green star building principles
- O38** Active modes of transport (and end of trip facilities) are considered as part of any new building
- O39** Encourage the use of recycled materials

Guidelines

- G77** Built form should include recycled materials in order to lower the carbon footprint of new buildings
- G78** Built form should include passive heating and cooling where possible in ensuring energy and building efficiency are maximised
- G79** Built form should provide end of trip cycle facilities (lockers, bike storage, shower) within the building to support sustainable transport methods
- G80** Built form should include rainwater harvesting, through water tanks or other methods to re-use or recycle water on site
- G81** Buildings should be sited and oriented to maximise opportunities for solar access to both indoor and outdoor amenity areas
- G82** Siting should allow for adequate solar penetration into existing and future development and adjoining properties
- G83** Where possible, orientate large openings to avoid hot sun and strong winds
- G84** Where accessible rooftop are planned, vegetated areas to capture and re-use stormwater, and communal facilities for residents should be incorporated and are supported

4.4.6 Housing

Housing within the CBD area is an important and evolving part of the future growth of Wangaratta. Housing in this area can be diverse, from shop-top housing with other commercial/retail uses on the ground floor, through to dedicated residential only developments. There are many different ways of getting residential development to exist within the CBD, however it is important to be certain that any new residential use is designed to withstand the high volume of a central city life, and provide appropriate levels of privacy and safety for residents.

Shop Top Housing

The location of housing above existing or new ground floor retail or commercial uses within the Wangaratta CBD is to be encouraged and supported. This type of residential development can contribute positively to the built form of the street, provide additional activation at different times of the day, and encourage a more diverse range of uses to operate in the CBD to service these residential uses.

Objectives

- O40** Encourage the development of above ground level residential housing within the CBD to promote more housing diversity and opportunity
- O41** Ensure that new housing provides safe entry and appropriate private open space as required in order to enhance the appeal of living in the CBD

Guidelines

- G85** Ensure that access to upper level development is from a safe and secure access point on a primary frontage
- G86** Provide appropriate car parking for housing in a location that does not detract from the primary commercial frontage. Note that car parking for shop top housing may not require a planning permit and a reduction or waiver may be granted for car parking requirements.
- G87** Encourage the provision of private open space as required, ensuring privacy and access to sunlight
- G88** Ensure that the building design is site responsive to the noise and layout of the CBD and adjoining buildings
- G89** The site for shop-top housing should ensure that it does not conflict with any other uses in the CBD - where it does, mitigating measures must be considered to reduce that conflict (double glazed windows, additional insulation etc)

Multi-Level Residential Development

Dedicated multi-storey residential development within the Wangaratta CBD is encouraged in order to provide additional housing choices and enhance the market of inner city living. Multi-storey development should be located on an allotment large enough to cater for car parking and servicing requirements, in proximity to the activity of the CBD. This type of living can foster increased activation of the city centre, promote walking and cycling as efficient and sustainable modes of transport, and allow smaller and more affordable living arrangements in proximity to many required services (such as schools, public transport, supermarkets, and public open space).

Objectives

- O42** Encourage residential development to be located within close proximity to the Wangaratta CBD in order to compliment and enhance the existing built form and land uses nearby
- O43** Encourage additional housing diversity and options in order to allow residents to age in place and enjoy the Wangaratta CBD

Guidelines

- G90** Car parking requirements should be considered, and car parking should not be the dominant view from the street
- G91** Provide appropriate private open space as required, ensuring privacy and access to sunlight
- G92** Provide bicycle parking facilities in order to accommodate other modes of transport
- G93** Ensure that the location of a multi-residential building does not conflict with any adjacent uses, and should be sited within a context that does not unnecessarily prejudice existing businesses or land uses.
- G94** Built form should respond to the site, and actively manage nearby interfaces to mitigate any potential land use conflicts
- G95** Housing should be located within proximity to key walking and cycling paths in order to provide convenient access to equitable transport methods

5 PUBLIC REALM & STREETSCAPING FRAMEWORK

5.1 STREETSCAPING APPROACH IN THE CAA

The Streetscape Framework outlines Council’s aims and approach to the upgrading and improvements to the public realm within Wangaratta’s CAA. This section is organised into:

- 1. A **Public Realm Works Checklist** that summaries what are the key considerations when undertaking public realm/capital works in the CAA
- 2. A set of **Streetscaping Guidelines** that outline the requirements and provide guidance on for improvements to the public realm. The guidelines in Section 4.3 set out a general streetscaping approach to the CAA, as well as specific guidance for key streets, such as the core retail, cultural and civic streets, gateway approaches and the laneways (the plan opposite shows where the different street typologies are located).
- 3. A recommended **Hard & Soft Landscaping Materials Palette** to provide a clear direction regarding preferred streetscape treatments throughout the central activities area,

The Streetscaping Guidelines and the Materials Palette aim to provide a easy to follow guidance for Council, key stakeholders, and the community on the future design direction of the public realm within the CAA.

Fundamentally the design approach to improving the public realm and streetscapes is to transition to a more contemporary tone, ensuring there is consistency in the use of materials, colour palettes and streetscaping elements. This approach aims to;

- Create a **unified and visually appealing** central activities area,
- Create **high quality** streetscapes,
- Reinforce existing and desired **streetscape characters**,
- **Reduce visual clutter** in the streetscape,
- Improve **pedestrian and cycling comfort**, and
- Create a **local sense of place**, connecting the community to the surrounding natural landscapes.
- Increase the capacity of existing **green networks** to enhance biodiversity and habitat corridors

5.2 PUBLIC REALM WORKS CHECKLIST

The following guidelines outline how to implement the design intentions of the CBD Masterplan. The aspiration of the masterplan is to create a CBD that encourages people to gather, socialise, work and enjoy themselves. When undertaking any improvements or new streetscaping works the following provides a checklist of key considerations to ensure maximum benefit is generated towards achieving this vision.

All streetscape works should contribute to improving the place value and the experience of the CAA, and will contribute to the Vision by improving the:

1. Visual Appeal

- Creating a unified and visually appealing CBD
- Reinforcing existing streetscape characters
- Reducing visual clutter

2. Connection to Place

- Creating a local sense of place
- Reinforcing identity and telling local stories
- Revealing connections to country and heritage

3. Access & Movement

- Improving pedestrian & cyclist comfort and safety
- Connecting the community to the surrounding natural landscape
- Improvement in mobility access, circulation and connectivity in the pedestrian and cycling network
- Investigating if additional public transport facilities are required?
- Mitigating the effects of vehicle congestion

4. Activation & Diversity

- Generating more activity, and extending the 'opening hours' in the CBD
- Improving current land uses and future opportunities to increase activity of surrounding land use
- Potential private realm investment, or opportunity to undertake works in conjunction with a service provider or private developer.

5. Environmental Function

- Improving in the environmental function of the street
- Embracing opportunities to increase passive irrigation and stormwater
- Replacing landscape treatments that are at the end of their life cycle



1 Visual Appeal - Does the intervention improve the aesthetic value of the street?



4 Activation & Diversity - Does the intervention contribute to improving and extending the duration of activity within the CBD beyond business hours?



2 Connection to Place - Does the intervention contribute to enhancing and embracing the sense of place and revealing elements of local stories?



5 Environmental Functions - does the design contribute to regenerating the environmental health of the landscape and biodiversity of the region?



3 Access & Movement - Does the intervention contribute to improving pedestrian & cyclist enjoyment, comfort and safety?

5.3 STREETSCAPING PALETTE

Street furniture is a critical element of a streetscape in providing comfort throughout the public realm. When appropriately placed it creates opportunity for people to enjoy, meet, relax and gather. The purpose in renewing the existing street furniture in the CAA is to ensure all elements contribute to improving the character and comfort of the CAA.

The Streetscaping Palette outlines the preferred streetscaping furniture and hardscaping elements. Street furniture has been selected to fit with the new contemporary materials used in selected areas (Riverside precinct, Ovens Street and the Bike Hub). The following street furniture elements; seating, bins, water fountains, and bicycle storage has been selected to cohesively be incorporated into the existing streetscape, as well as easily procured and with consideration of Council's budget. The streetscaping palette of street furniture should be consistent with the surrounding streetscape context, however they should appropriately transition with any different materials utilised further afield.

The guidelines set out how to approach the transition from the existing heritage streetscaping palette to a contemporary palette whilst maintaining a consistent, attractive and comfortable streetscape. The new palette will be used throughout the CAA, with variation in some highlight precinct areas, such as the Riverside precinct.

The Streetscaping Palette outlines the recommended approach to:

- Seating
- Bin Enclosures & Recycling Centres
- Drinking Fountains & Refill Stations
- Bike Parking
- Street lighting
- Paving
- Street Furniture Materials & Colours

Seating & Benches

Seating can be provided in a multiple of ways, from a formal group arrangement, to informal benches incorporated into building forms, such as seatwalls. All seating and benches should be located in areas of weather protection to provide shade and comfort. Seating elements should complement and the design of other streetscape elements.



Group seating

Integrated seating

Bin Enclosures & Recycling Centres (PPR)

Bins and Public Place Recycling (PPR) systems should be located in highly visible and accessible locations with high pedestrian traffic areas, such as the retail core, along shared paths and at entrances and exits to recreational facilities, and ensure the system is regularly maintained for hygiene. (Public Place Recycling are recycling bins installed in public areas to collect recyclable material from the waste stream).



Stainless steel enclosures

Located close to pedestrian areas

Colocated with bike facilities

Drinking Fountains & Refill Stations

The key considerations when installing new drinking fountains and refill stations is to locate the stations in high pedestrian and cycling traffic areas, on even ground and at a height that is easy for children and people in wheelchairs to access and use, and ensure the station is regularly maintained for hygiene.



Right height for children

Integrated fountains

Bike Parking

There are a range of bike storage options available. In addition to the traditional bike hoop, other options allow bike to be hung, locked, stacked or parked in a convenient manner. They should be located in areas of activity, such as cafes and parks where bikes are under observation.



Simple hanging racks

Bespoke designs

Street Lighting

Key functions of street lighting is the balance between illuminating for safety versus illuminating for ambience and facilitating after hours activity in public areas. Energy efficient luminaires should be installed in all light fittings. The street light poles should be multi-functional and allow for temporary seasonal displays, banners, and other adornment as required by the Rural City of Wangaratta.



Integrated lighting

Colours & Materials

The Streetscaping Palette should use natural colours that reference the local environment. The Streetscaping Palette should reference colours and materials used in local landmarks and the contemporary streetscaping works. Where possible, recycled materials should be used.



Natural flora

Local parks

Riparian corridors



Comfortable seating

STANDARD PALETTE RECOMMENDATION

Classic Plaza Range (Seat, Setting & Bench)

Supplier - Street Furniture Australia

Material - Eco-certified timber battens/recycled plastic battens on stainless steel frames as per manufacturer specification

Colour - Timber battens (or recycled plastic) - standard timber finish with stainless steel frame









Public Place Recycling facilities



STANDARD PALETTE RECOMMENDATION

Rural City of Wangaratta

Stainless Steel Bin Enclosure





Wheelchair friendly facilities



Kid friendly facilities



Accessible height

STANDARD PALETTE RECOMMENDATION

Prospect Drinking Fountain

Supplier - Botton & Gardiner

Material - 316 grade stainless steel with bright polish and cast aluminum grate





Integrated designs



Close to seating areas



Well spaced facilities

STANDARD PALETTE RECOMMENDATION

Bike Hoops - Large Hoop/ Buried Circle

Material/Colour - Eco-certified timber battens on stainless steel frames







Multi-functional light pole



Ambient light for evening activation




Solar / Energy Efficient Lighting

STANDARD PALETTE RECOMMENDATION

Modern Pole Street Lighting

VicPole Custom Design

Material/Colour - Black (Corten in key areas)





Timber Cathedral spire



Red brick tower (historic)



Contemporary steel



Contemporary corten



0318-0180-R001 40 Wangaratta UDF



Traci Consultants

Part A

Part B

Part C

5.4 STREETSCAPING GUIDELINES

The guidelines have been developed to guide the direction of future streetscaping upgrades and new capital works in the CBD. The Guidelines are structured into the following sections.

Section 1 General Guidelines:

- Street Furniture
- Footpaths
- Crossovers
- Ramps & Steps
- Pedestrian Crossings
- Signage & Wayfinding
- Street Tree & Landscaping
- Public Art

Section 2 Specialist Streets:

- Core Retail Streets
- Civic & Cultural Streets
- Gateway Approaches

5.4.1 Street Furniture

Objectives

- O60** Unify the CAA streets using a consistent yet limited street furniture materials palette.
- O61** Provide high quality, robust, easily maintained and attractive street furniture at convenient locations throughout the CAA.
- O62** The colour palette for all street furniture elements should complement Wangaratta's surrounding natural landscape.

Guidelines

- G96** A standard suite of street furniture should be used throughout the CAA. Consider using temporary interventions such as seasonal wraps to emphasis a theme or celebration. In highlight areas of the CAA, for differentiation it is appropriate to use bespoke furniture. This has been successfully delivered in the Riverside Square.
- G97** All street furniture should be constructed of natural materials such as timber and stainless steel and where possible, use recycled materials, to reflect the surrounding natural landscape.
- G98** Undertake a considered, staged transition from the older heritage furniture to the recommended contemporary palette using the recommended streetscaping furniture palette.
- G99** Locate and position seating and benches with consideration of:
- Placing seating where people are likely to enjoy sitting, such as on street corners, opposite parks, near raised pedestrian crossings and near key community services. Also consider locating seating on key pedestrian routes such as along Docker Street between the train station and Merriwa Park,
 - Locating backed seats where people are likely to sit for longer periods, and benches where people will sit temporarily, such as street corners and outside shops,
 - Taking advantage of summer shade, winter sun and interesting views or activities (weather protection can include tree canopy, shade sail, awning, and/or a veranda)
 - Keeping the footpath and circulation areas obstruction free. Locate the backs of seats 400 - 600mm from the kerb and orientated to face store fronts,
 - Public and al-fresco dining furniture is located in areas that is distinguishable enough in order to avoid confusion between public and private,
 - Crime Prevention Through Environmental Design (CPTED) principles

- G100** Locate all other street furniture elements, including bike parking, bins, drinking fountains & street lighting with consideration of:
- How people use the space
 - Proximity to high pedestrian traffic areas
 - Positions that do not disrupt the flow of the street
 - Allowing enough space for car door opening onto the footpath
- G101** Bike hoops should be arranged parallel to the kerb, setback by 900mm, allowing 1200mm between a minimum 800mm clearance for any other street furniture
- G102** Prioritise the installment of missing street furniture in the retail core, with consideration of updating entire streets together
- G103** All street furniture should demonstrate high quality design and construction to limit ongoing maintenance
- G104** Avoid permanent, private, al-fresco dining structures in high value pedestrian environments

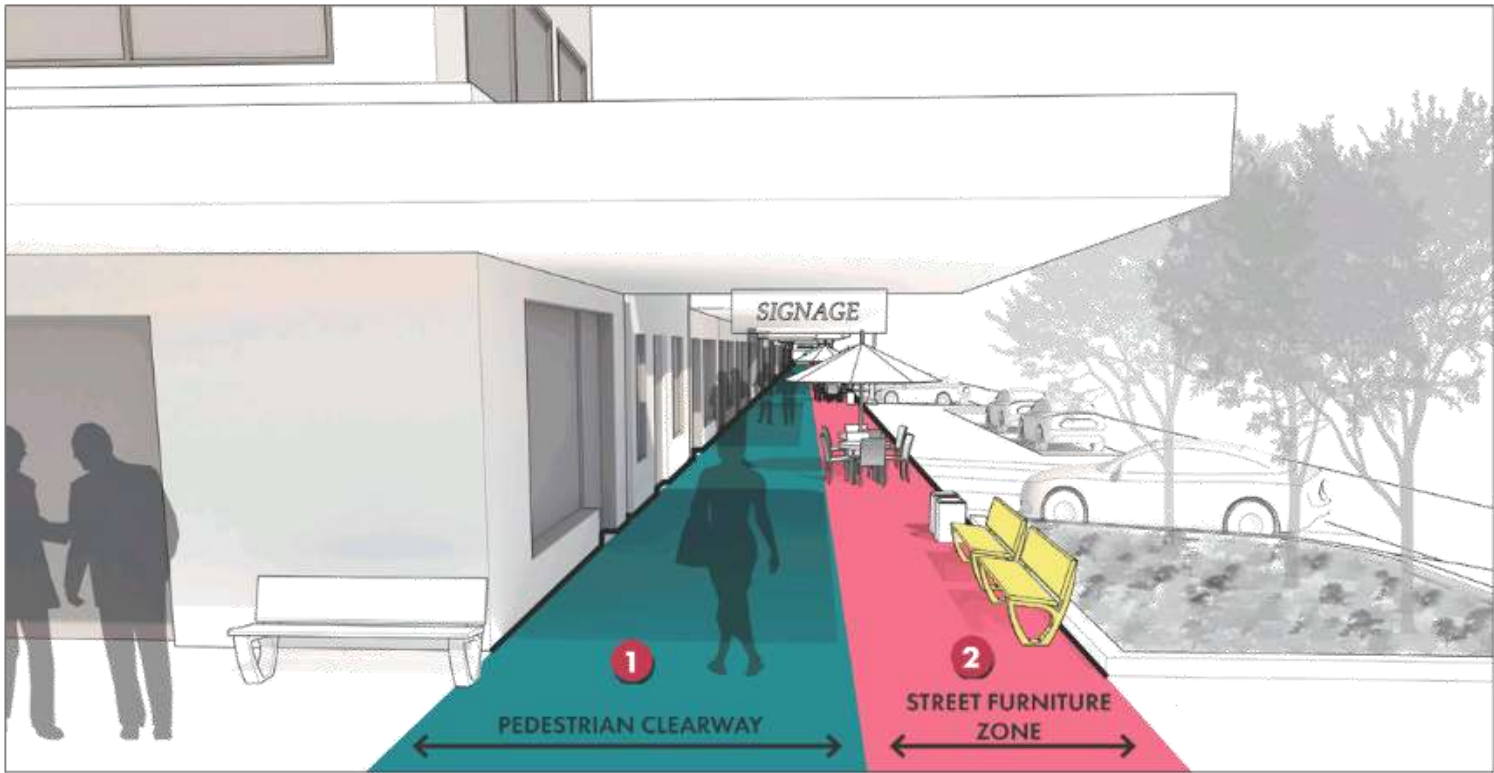


Figure 16. Pedestrian Environment Diagram

- 1 Keep the footpath/pedestrian thoroughfare zone free (green area) of potential obstructions
- 2 Locate all street furniture in the street furniture zone (pink area)

Standards References:

- Australian Standards (AS1428) & AS 1428.4 -2002
- Austroads Part 6A:Pedestrian and Cyclist Paths
- Disability Discrimination Act (DDA)
- Rural City of Wangaratta Road Management Plan, 2017 - 2021
- Rural City of Wangaratta IDM
- Local Laws - Footpath Trading

Part A Part B Part C

5.4.2 Footpaths

The following guidelines seek to achieve a safe pedestrian environment for the whole community. The desired footpath approach is to provide high quality, continuous, footpaths so it is easy and comfortable for pedestrians and users of mobility devices to move throughout the CAA (all guidelines support Council's Local Law Policy - Using Footpaths (LLP23)).

When undertaking improvements to footpaths (or in the verges of the road reserve) within the CAA, consideration should be given to the following objectives and guidelines:

Objectives

- O63** Make the CAA a pedestrian priority area, encouraging more local trips throughout the CAA to be undertaken on foot.
- O64** Encourage more non-retail related activities to occur in the CBD throughout the day and evening to create a lively and safe atmosphere beyond standard business hours.

Guidelines

- G105** Maintain accessible footpaths throughout the central activities area, ensuring there is a clear path with no obstructions for pedestrians along the footpath and building frontages. Ensure there is a clear pedestrian thoroughfare zone that is at least 2m wide from the building frontage to comfortably accommodate two wheelchairs/mobility scooters/strollers to pass one another.
- G106** All street furniture, trading stalls, cafe seating and tables, retail displays and A-Frame signage must be located close to the kerb, out of the pedestrian clearway to avoid creating any potential trip hazards. These elements can be located in break out areas such as kerb out stands, however they must be located with vision and mobility impaired people in mind. Where street trading is permitted to occur, delineate trading areas with small plaques inlaid in the footpath. Refer to Wangaratta Local Law Policy 23 "LLP23 Using Footpaths" for further information.
- G107** Mobility scooters should travel at walking pace throughout the CAA to minimise any potential conflict with pedestrians,
- G108** Ensure there is continuous footpath connections throughout the CAA, particularly between precincts and along laneways, to encourage people of all walking abilities to undertake more trips on foot throughout the CAA.

- G109** Use a consistent paving material (as outlined in the Materials Palette) to delineate pedestrian priority areas so all street users understand where pedestrians have priority. Ensure new and upgraded footpaths are level with existing surfaces and there is minimal gradient across the path.
- G110** Ensure footpaths are evenly illuminated minimising potential glare, to provide comfort and safety for users throughout the day and evening.
- G111** Tactile Ground Surface Indicators are to be used throughout the CAA in accordance with current Australian Standards (and see the VicRoads Road Design Note RDN -06-06 July 2010 for design guidance).
- G112** Footpaths are to be designed and constructed in accordance with Australian Standards and Austroads Guide to Pedestrian and Cyclist Paths.
- G113** Footpaths are to be maintained in accordance with Council's Road Management Plan, 2017 - 2021.

5.4.3 Crossovers

Whilst the road, kerb and footpath are Council's responsibility, the crossover is the responsibility of the property owner. When designing a new crossover the following guidelines should be considered:

Guidelines

- G114** Locate vehicle crossovers on straight street sections to ensure pedestrians have clear sightlines to oncoming vehicles
- G115** Where possible minimise the number of vehicle crossovers that intersect with pedestrian and bicycle paths to reduce potential conflict between pedestrians, bikes and vehicles.
- G116** In the case where a crossover also functions as a pedestrian entry/exit point (such as a supermarket car park entrance) clearly indicate to all users that the crossover also functions as a pedestrian area. Paving treatment should be considered, keeping in mind that the crossover is often potentially subject to heavy vehicle use.

5.4.4 Ramps & Steps

Guidelines

- G117** All ramps and steps must be designed in accordance with Australian Standards and be DDA compliant to ensure the CBD is accessible to all pedestrians of ages and abilities.
- G118** Ensure ramps and steps are evenly illuminated minimising potential glare, to provide comfort and safety for users throughout the day and evening.
- G119** Primary entrances and doorways should directly connect to the footpath.

5.4.5 Pedestrian Crossings

Objectives

- O65** Make it safe and convenient for pedestrians of all walking abilities to cross the street safely and comfortably, particularly at roundabouts and intersections.

Guidelines

- G120** Locate all pedestrian crossings on sections of straight roads, and where possible on pedestrian desire lines, to ensure sight-lines are maintained between pedestrians and approaching vehicles.
- G121** Integrate landscaping and WSUD interventions, such as rain gardens into all crossing designs, where possible.
- G122** Ensure all pedestrian crossings are evenly illuminated at night and signage.
- G123** Provide clear signage explaining the crossing obligations to both vehicle users and pedestrians.
- G124** Ensure new crossings include tactile indicators as per Australian Standards for disability and visually impaired ease of use.
- G125** When installing or upgrading pedestrian crossings ensure the design is compliance with Rural City of Wangaratta Engineering Standards, Infrastructure Design Manual (latest version), Disability Discrimination Act 1992 and the Australian Standards

5.4.6 Paving Approach

Street paving is a significant element in the streetscape. The existing red brick unit pavers have been an important element of Wangaratta’s CAA streetscape however as the CAA transforms in the future it is recommended that the red brick pavers be replaced with a more contemporary and user friendly paving material.

The transition over such a large area is difficult to implement in a systematic way. This consolidated combination of paving materials will help to ensure a smooth transition to a more contemporary paving palette across the CAA.

To facilitate a systematic transition, when ever public capital works, such as street re-sheetting, where large areas are being undertaken the opportunity to upgrade large areas of public realm paving should be prioritised. This section considers how paving may be improved to enhance the pedestrian experience within the CAA.

Objectives

O66 Ensure that all paving contributes to the creation of a cohesive public realm throughout the CAA, that is safe, robust, comfortable and easy to maintain

Guidelines

- G126** In **high value areas within the CAA** (1) transition to using exposed aggregate paving in areas within feature areas to highlight their special value. In high value areas where renewal has been undertaken, such as the Riverside Precinct, continue to use the same treatment (exposed aggregate concrete in the case of the Riverside Precinct) for consistency.
- G127** In **high activity areas located outside of the central core** (2) such as shopping precincts, aged care centres, senior citizen centres, schools, hospitals, libraries, community centres and transport hubs the preferred paving material is asphalt with a red brick paving edge detail.
- G128** For **all other footpaths located within the CAA** (3) that are not included in the high use categories, the standard approach should be to use asphalt or concrete as the primary paving material.
- G129** Paving should clearly identify the pedestrian area within shared pedestrian/vehicle zones



HIGH VALUE AREAS

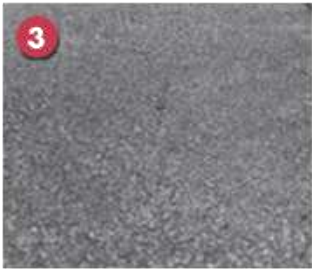
Exposed aggregate paving to be used for all high value footpaths located within the CAA.

Consideration should be given as the CAA transitions from the existing red brick pavers to exposed aggregate, to ensure a cohesive and staged delivery.



HIGH ACTIVITY AREAS

Red Brick Paving Edging with Asphalt to be used in high activity area footpaths located within one street block of key destinations* See Plan on page 53 for detail on paving areas



STANDARD CAA

The following options will be used - asphalt or concrete. Asphalt is an inexpensive, durable, smooth, non-slip surface that is easy to replace. Recycled & locally sourced, black asphalt is the preferred variety of asphalt.

(colour: Standard hot mix)

Part A

Part B

Part C

5.4.7 Street Tree & Landscaping Guidelines

When any capital works within the CAA are undertaken the impact on surrounding street trees and landscaping should be considered. For longevity when selecting street trees there needs to be consideration of the right size tree, the most suitable specie, and the most appropriate planting position.

The following guidelines support the delivery of the Rural City of Wangaratta's Tree Management Strategy to protect the existing urban trees, maintain the visual appeal of existing streetscapes, enhance landscape values and minimise risk and damage to the urban trees.

Objectives

- O67** Prioritise an increase in the street tree canopy throughout the CAA, particularly key pedestrian streets and areas, recognising that Wangaratta's liveability is connected to the biodiversity of the local environment,
- O68** Maximise the opportunities for incorporating landscaping into the streetscape (kerb out stands, verges and roundabouts) to buffer noise, screen pedestrians from vehicle traffic and beautify the streetscape, and provide weather protection,
- O69** Increase the amount of permeable surfaces, soft landscape areas and shade trees in the CAA.

Guidelines

Selection of Street Tree Species

- G130** Adheres to the strict species selection Council adopts to make sure that invasive plants (or plants currently listed as an environmental weed) are not planted
- G131** Ensure a consistent selection of street tree species is used when implementing the actions outlined in the CBD Tree Plan (as per Tree Management Strategy, 2016 - 2020). Consideration should be given to the following:

Species

- Select a European species that has capacity to form a large, closed canopy to provide shade cover for the surrounding footpath and road pavement,
- Select locally native species for planting along the river corridors and parks,
- Species that minimise Council's need for management and high level maintenance, such as expensive formative pruning,
- Species with a trunk and root form that allows traffic movement around them without impediment,
- Allows a consistency with the existing street tree species within the street

Scale

- The preferred size of a street tree canopy size is in proportion to the surrounding street and built form,
- Adheres to the recommendations outlined in the Rural City of Wangaratta's Tree Management Strategy, 2016 - 2020

Locating Street Trees

- G132** Locate street trees with consideration of:
 - Maintaining clear sight lines by:
 - Allowing a minimum 3m offset from intersections between vehicles and pedestrians at intersections street crossing points
 - Allowing a 2.5m clearance from street signage and street trees. In the case where a street tree can only be positioned in the footpath ensure there is a minimum 1.5m clearance between the back of the kerb and the tree pit to accommodate the tree canopy. Cut out areas in awnings to accommodate street trees are not acceptable.

- Clear sight lines should be maintained at vehicle exit points with low level landscaping restricted within the immediate vicinity to a maximum of 500mm in height
- Avoid opportunities for concealment along walking and cycling routes
- Street trees should be positioned in kerb out stands (in the carriageway) with consideration of:
 - Minimal disruption to existing services such as storm water drains, underground cables or overhead power lines. The use of root control barriers should be considered to avoid future growth disruption of services.

G133 In the case when traffic calming devices are being considered to mitigate traffic volumes and speeds, consider the use of street trees which will provide additional benefits, such as aesthetic and environmental to the streetscape

G134 Tree planting and landscaping within private realm, such as car parks, is encouraged to provide additional amenity and tree canopy cover

G135 Where possible, passive irrigation of street trees through WSUD interventions should be considered

Street Tree Establishment and Maintenance

G136 Use a consistent street tree pit detail and a tree protection barriers,

G137 Ensure street trees are mulched regularly to help retain water and reduce weeds,

G138 Ensure ongoing maintenance and management of street trees to Australian Pruning Standards AS 43.73-2007, and in accordance with Council's Tree Management Strategy Plan, 2016 - 2020.

Landscape

G139 Located native, drought tolerant species in kerb outstands and high volume vehicle areas, such as car parks

G140 Where possible, passive irrigation of landscaping through WSUD interventions should be considered

G141 Car parks should include a landscaped edge between the footpath and the private realm via low level landscaping

G142 Where possible, include landscaping within private car parking areas in order to reduce the urban heat island effect, and soften the hardstand areas, and clearly designate the pedestrian pathway within the car park

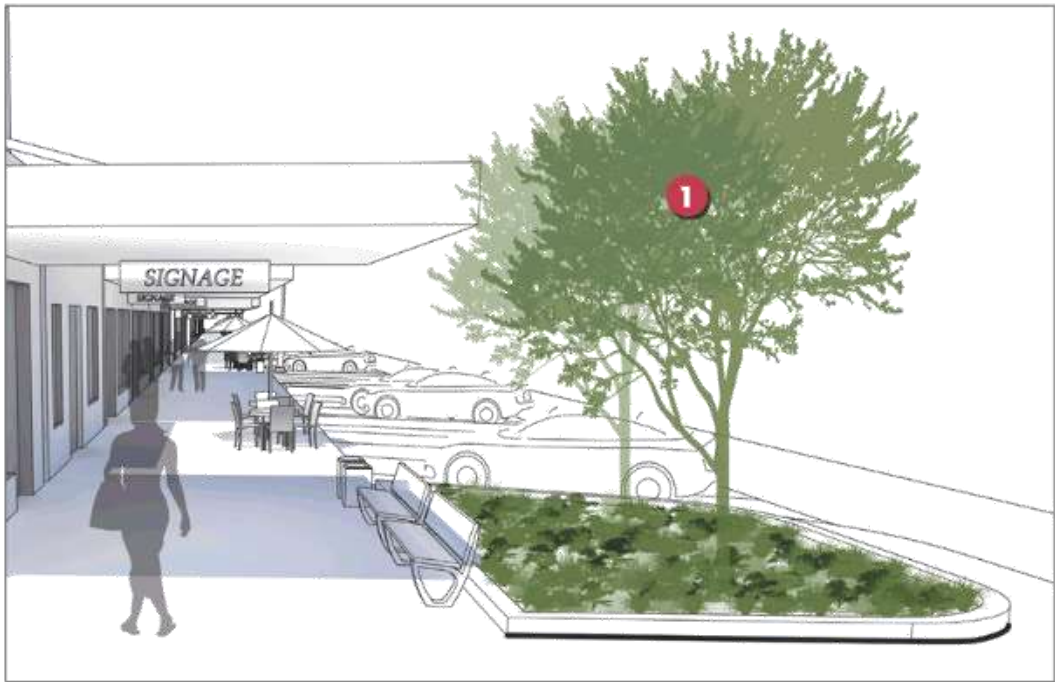


Figure 19. Priority Pedestrian Crossing Locations

1 Street tree should be located in kerb out stands, and their size should be relative to the surrounding built form, ideally providing shade on the footpath and street

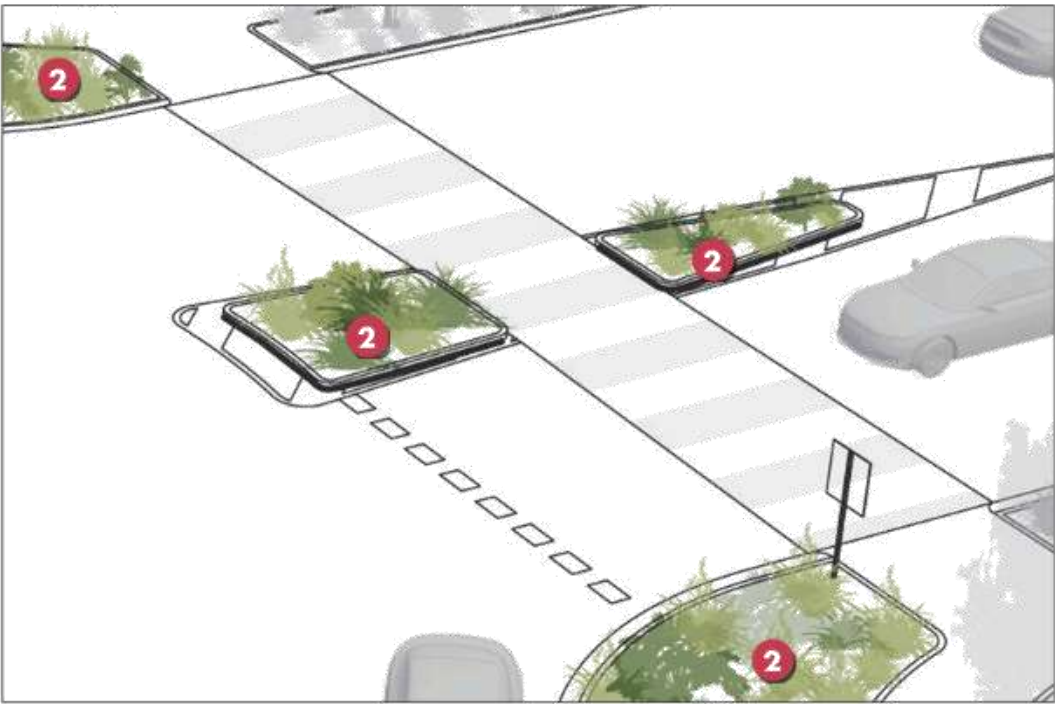


Figure 20. Priority Pedestrian Crossing Locations

2 Wherever possible low level landscaping and WSUD interventions should be incorporated into traffic management interventions

5.4.11 On Street Parking

Car parking is an ongoing public item that affects many regional centres, where private vehicle use is the predominant travel choice for people travelling to and from activity centres.

The application of different car parking configurations can change the context of how a street is read based on how convenient, and how many car parks are available, but also, how the pedestrian spaces are utilised and landscaped.

Consideration should be given to what the role and function of the street is currently, and what the planned future role is. If the future role of the streets differs from the current role, then the type of car parking in that street should be considered as a way of helping a streetscape transition to a new style.

The three styles of on street car parking to be considered are:

Angled Parking (existing)

Parallel Car Parking (widen footpath)

Parallel Car Parking (retain footpath, add on street cycle lane)

There are different pro's and con's for each, and the following discussion points can assist in the decision making process for Council.

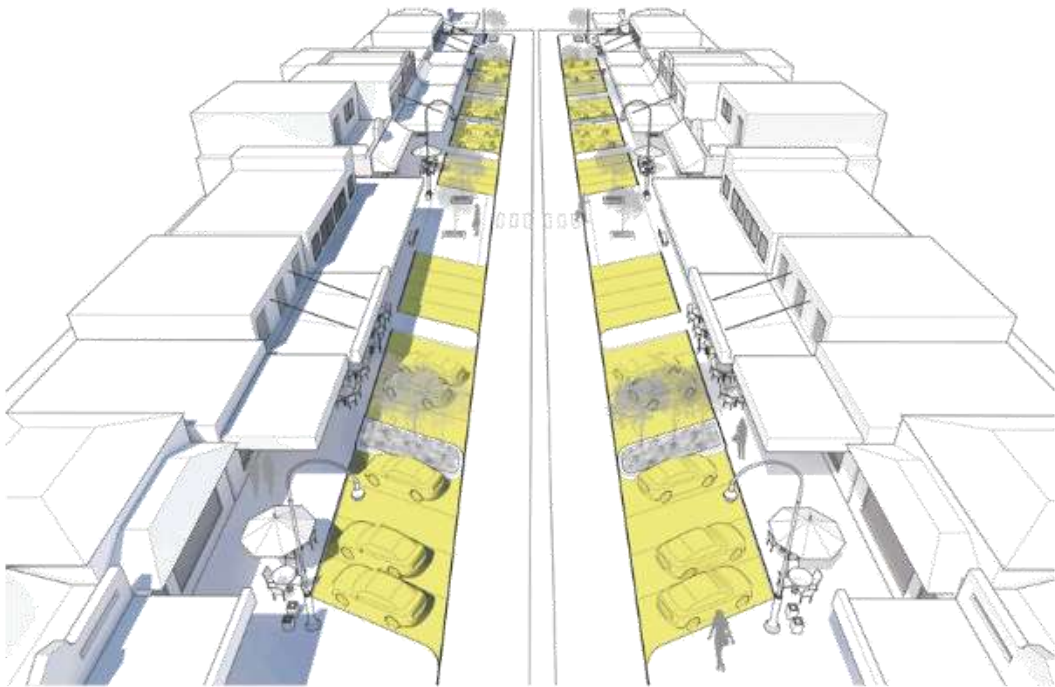


Figure 21. Angle Parking Configuration

Angled Car Parking (Existing)

Angled car parking provides the most car parks possible in a street (without considering off street car parking), which is synonymous with car dominated regional centres.

Positive Attributes

- Large separation of pedestrians and moving vehicles on road - potentially safer
- Maximum car parks in front of shops
- 'Country feel' is colloquially associated with angled parking
- Larger areas available for pedestrianised spaces at kerb outstands and pedestrian crossing locations
- Where Kerb outstands exist, more possibility for significant landscape interventions
- This is the most common parking layout in Wangaratta, and won't need to change

Negative Attributes

- Not a pedestrian scale road to cross - less amenable for pedestrians
- Problematic for cyclists conflicting with reversing vehicles leaving car parks
- Reduction in pedestrian space
- More pavement/hard stand surfaces can increased the urban heat island effect
- Encourages car dependency and provides less incentive for active modes of transport

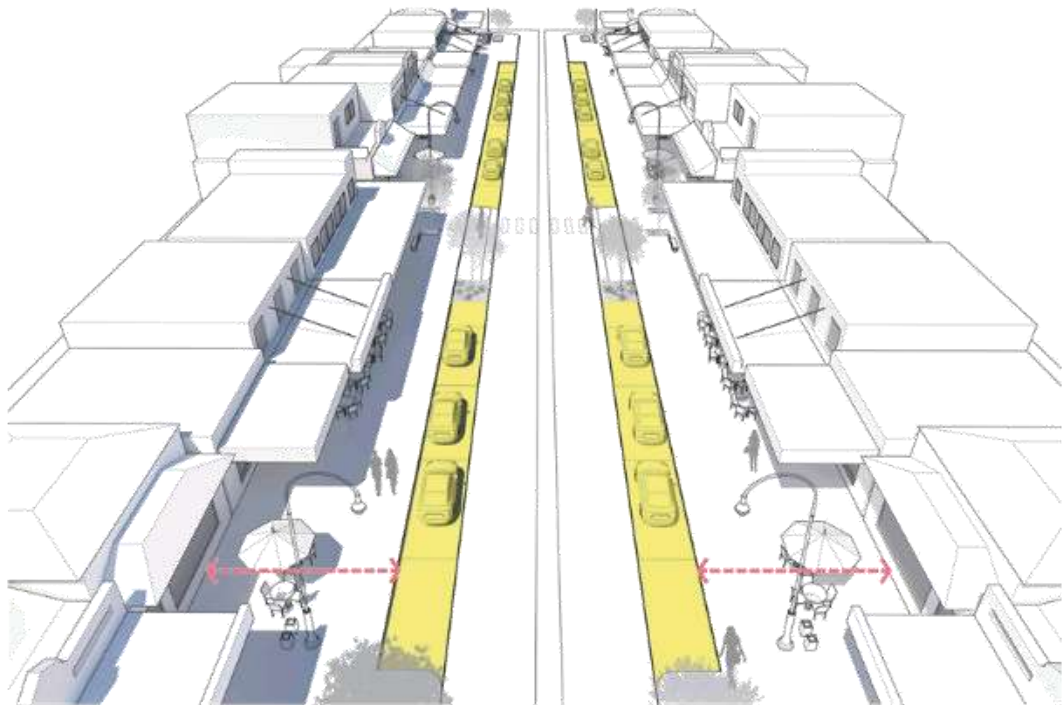


Figure 22. Parallel Parking Configuration

Parallel Car Parking + Wider Footpaths

Positive Attributes

- Parallel parking is safer for cyclists compared with angled parking
- Additional space allocated to pedestrian zones through wider footpaths
- Wider footpaths fosters more usage of al-fresco dining and street trading
- Additional activity on the streets promote a safer and more accessible environment
- Additional space within the footpath can be used for landscaping, public rest areas, shading
- Smaller road pavement reduces the effort required to cross the road, making it safer for all users

Negative Attributes

- Reduces the number of car parks on the street and in front of shops significantly
- Wider footpath is more expensive than wider roads
- Requires additional programs/uses for the streetscape environment
- Additional planting and landscaping requires additional maintenance

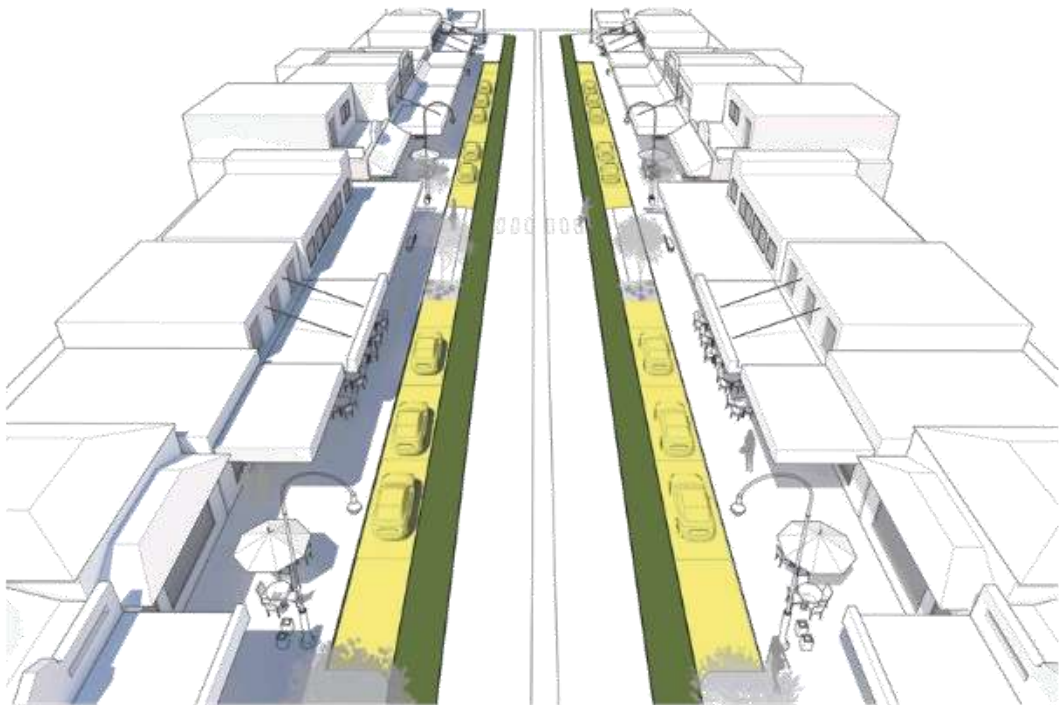


Figure 23. Parallel Parking with Bike Lane Configuration

Parallel Car Parking + Bike Lane

Positive Attributes

- Cyclists provided with a safer environment with dedicated on road cycle lane
- Pedestrians retain existing footpath width and maximise usage of al-fresco and street trading where possible
- Parallel parking in peak times required drivers to use off street parking areas and walk to their desired retail/restaurant - activating the streetscape and the businesses
- Pedestrian crossing is easier than angled parking, as road pavement includes dedicated cycle lanes which traditionally slows traffic

Negative Attributes

- Waste of road space for limited usage by cyclists
- Cyclists will further utilise footpath space for parking
- Reduces the number of car parks on the street and in front of shops significantly
-

Part A

Part B

Part C

5.4.8 Signage & Wayfinding

Objective

- O71** Make it easy for people, especially visitors, to navigate through the CBD with confidence and in comfort.

Guidelines

- G143** Ensure there is a comprehensive suite of directional, information and regulatory signage to assist people, especially visitors, in navigating their way around throughout the CAA,
- G144** Consistent use of a landscaping plant palette and hardscape palette can act as wayfinding elements where other forms of traditional wayfinding are unsuitable or inappropriate
- G145** Ensure all types of signage use:
- Clear fonts, legible text and readable colours, with consideration of vision impaired people,
 - A graphic style consistent with the Rural City of Wangaratta brand identity
 - Simple and concise information and maps to guide both locals and visitors,
 - Include languages other than English on key signage for users who may be from a non English speaking background
- G146** Consider the incorporation of technology such as wi-fi points for visitor information and use, public phone charge points, and scannable information links such as QR codes to help wayfinding within the CBD,
- G147** Consider using more subtle cues to improve wayfinding and legibility throughout the CAA.

5.4.9 Lighting

Objective

- O72** Street lighting within the public realm should contribute to the amenity of an area by providing safety (the safe and comfortable movement of people) ambience and aesthetic value.

Guidelines

- G148** Prioritise the installation of LED street lights in key laneways (such as the north/south connection between Ford Street and the Riverside Square) to encourage pedestrian use after dark, and around key destinations such as the PAC so surrounding footpath areas are easily navigated and perceived as safe and inviting spaces at night
- G149** Install pathway lighting on all shared trails and paths to make getting around safe and easy at night (either pole top luminaries or bollard lights)
- G150** When designing new, or improvements to public realm area consider ways to maximise activity and passive surveillance opportunities, integrating CPTED principles

5.4.10 Public Art Guidelines (as per Public Art Strategy, 2005)

Objective

- O73** Public Art should contribute to enlivening the CAA public realm and provide an accessible way for the community to experience and enjoy a variety of creative arts, cultural and heritage experiences.

Guidelines

- G151** 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).
- G152** Priority should be given to the acquisition of contemporary works of art which depict aspects of the social, natural and man-made environment of the Wangaratta region and North East Victoria, for example: early indigenous art, site specific works of art, heritage of the region, buildings, landscape, flora and fauna etc.
- G153** 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.
- G154** In the ongoing accumulation of art works there should exist no specific bias towards acquiring items of any particular medium, style or approach.
- G155** The acquisition of public art should be guided by Council's Public Art Policy 2005. Key considerations in the acquisition process include acquiring:
- Permanent site specific contemporary public art at the time of undertaking capital works programs
 - Via grants, commissions and/or artist-in-residence projects, for the production of temporary or ephemeral art in public spaces
 - Engagement of professional artists in collaborative community based projects;
 - Engagement of curators or artistic directors for development and direction of specific projects.
- G156** Priority locations for Public Art include high value precincts such as the Cultural and Civic Streets, Norton Street Precinct, and the Riverside Precinct. These locations function differently to the other streets within the CAA, and can facilitate high pedestrian movement between key locations.

Signage



Directional signage is typically wall mounted or overhead signs and include directional arrows



Safety, Regulatory & Advisory signage is used to control activity and movement by providing information about known dangers



Information and educational/interpretative signage typically identifies key destinations, places of interest, building entrances and facilities. Often they include maps and information about the surroundings



Wayfinding devices can be incorporated into artistic streetscape works

Lighting



Integrate lighting into the public realm



Lighting should be energy efficient

Lighting poles can be multifunctional



Public Art



Integrate artworks into streetscape elements



Make it fun and playful



Public art can be multifunctional



Public art should make a positive contribution to the local heritage, culture and/or environment

5.5 GUIDELINES FOR SPECIALIST STREETS

The previous guidelines outlined a general approach that should be applied throughout the central activities area. Some of the key streets in the CAA require specialist treatments because they perform a different role, some special treatments have been identified as being able to assist in enhancing that role. Differences in materials palettes or street furniture should be subtle and generally complement the CBD as a contiguous urban environment. These special treatment areas are defined as the following streetscape character types:

Core Retail Street

The core retail streets are Reid and Murphy Streets, with the central focus on the key intersecting axis of Reid and Murphy Streets. These streets support the main retail shopping and gathering activity in the CBD, and generally, is the busiest part of Wangaratta for pedestrians and vehicles movements.

Cultural & Civic Street

The cultural and civic streets are those that connect and support many of the important community, arts and cultural attractions and facilities. Docker, Ford, Ovens and Faithful Streets (potentially Templeton) are the key cultural and civic streets and have the potential to extend their activities and programs out into the street and surrounding public realm.

Gateway Approach

There are five main arrival routes into Wangaratta. From the south via Ryley/Murphy Streets, from the north along Parfitt Road, along Rowan Street from the west, and Faithfull Street/Wilson Road from the east, and Docker Street connecting visitors from the Train Station precinct. These approaches define the transition from the greater city area into the central activities area. Ideally the arrival experience should communicate Wangaratta's strength as a gateway city to the surrounding north west region.

Laneways - City Places & Spaces

These laneways (as identified in the CBD Masterplan) have the attributes and potential to be people friendly spaces where locals and visitors are attracted to visit because they feel welcome and comfortable. Generally in these lane ways, pedestrians are prioritised and vehicle access restricted. These are the ideal spaces for transformation into people places, potentially to stage temporary events.

The plan opposite shows where these street typologies are located.

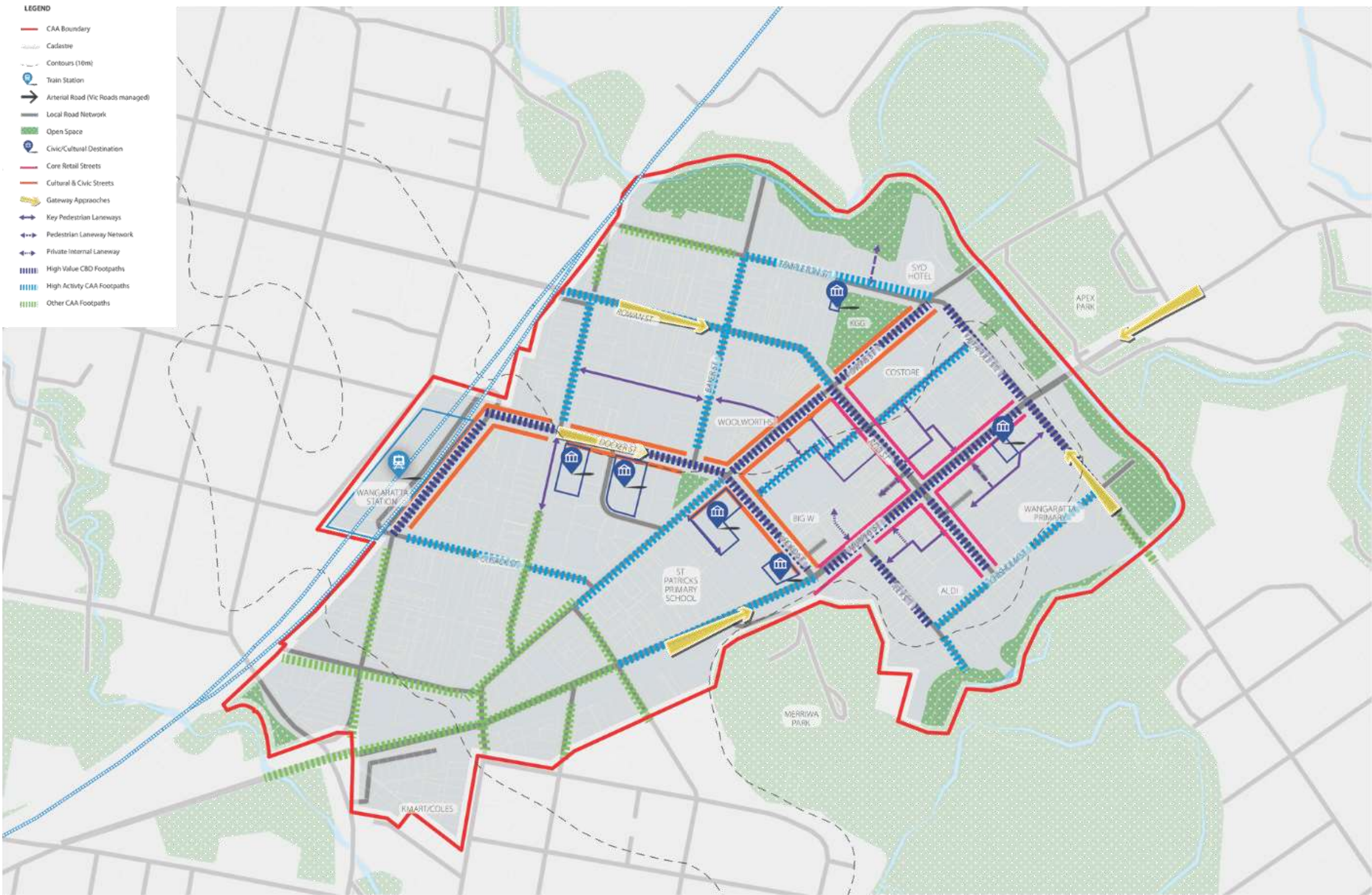


Figure 25. Streetscape and Public Realm Framework Plan

5.5.1 Core Retail Street Guidelines

Wangaratta’s core retail area comprises of Reid and Murphy Streets. These streets provide the main shopping and retail offerings and, in the future, should become the key shopping destination for North East Victoria.

The streetscape influences people’s shopping experience. The ability to move easily through the CBD on foot, safely cross streets, as well as the attractiveness and comfort influences people decision to shop locally.

The retail core is generally the busiest part of the CAA, supporting the main shopping and gathering activities.

The desired outcomes in the Retail Core include:



Encourage retail stores to use a spill out space in front of shops to provide more interest but ensure a clear zone for safe pedestrian mobility of at least 2m, directly abutting the shop front edge. Street trading against the front of buildings should not be allowed



In retail areas where people are likely to be sitting and waiting provide supported seating that has backs and arms) so is comfortable for longer periods of sitting. Situate seating where people want to sit, and locate seats to frame nearby activities and points of interest. Improve the comfort of seating areas along Reid and Murphy Streets by providing shade. Introduce areas of landscaping to soften the environment and provide a buffer to vehicles on the street. This landscaping style should continue in the central median areas.



Encourage articulated frontages with canopy and/or awning treatments. Awnings should cover the footpath and provide pedestrians with continuous weather protection



Pedestrian entrances and exits to retail stores should be separated from vehicle access points and delineated as pedestrian priority areas using the same paving treatment. Loading areas should be located away from road frontages and separated from pedestrians and other vehicles. In the case where vehicles and pedestrian access points can not be separated ensure the access and circulation areas are designed with clear sight lines for pedestrians and drivers.



Encourage shops and traders to open up the shop fronts directly to the street, to bring a level of visual permeability to the streetscape and share activity between shops and the footpath zones.

5.5.2 Cultural & Civic Streets Guidelines

In addition to Core Retail Streets, there are a number of streets highlighted on the Public Realm Streetscaping Plan identified as contributing to the public realm as having a Core Civic function. These streets are seen to have a different composition to other streets, and as such require a slightly different set of guidelines to frame their role in the CAA.

The cultural streets within the CAA generally accommodate the cultural and civic attractions and public institutions such as the Performing Arts Centre, the Wangaratta Art Gallery, and the key local landmark, the Wangaratta Cathedral. These institutions are all clustered around Ford and Ovens Streets. The Wangaratta Library, Tafe and Train Station are located close-by on Docker Street, a logical gateway to the cultural cluster around Ford and Ovens Streets.

The desired outcomes in the Cultural & Civic streets include:



Provide areas of informal seating where people are likely to temporarily rest, or wait. These types of seating can be low walls (like the example at the Riverside Precinct above) or steps.



Improve the pedestrian connection between the cultural cluster located at the southern end of the CBD and the retail core (Reid and Murphy Streets)



Provide areas of comfortable seating for longer stays outside key destinations such as the PAC and Library. When arranging seating consider configuring the seating to allow for small groups to gather



Reinforce the role and identify of the cultural streets by integrating significant public artworks into the streetscape



Additional street and ambient lighting should be used to illuminate areas surrounding the cultural institutions that have extended opening hours and evening functions

5.5.3 Gateway Approaches Guidelines

Approaches to the Wangaratta CBD area provide a different function to the other streets within Wangaratta. The role of these streets is to moving large volumes of traffic (vehicular and cycle) into and through the CBD.

These streets are seen to have a different composition to other streets, and as such require a slightly different set of guidelines to frame their role in the CAA.

It is recommended that further work is undertaken to ensure that the landscape and built form quality of these gateways is considered, in order to guide capital works projects and as development occurs.

The desired outcomes along the Gateway Approaches include:



Establish a sense of arrival to the central activities area through landscaping boulevard treatments



Establish a sense of arrival to the central activities area through public realm improvements and public art



Establish a sense of arrival to the central activities area through low level landscape elements



Establish a sense of arrival to the central activities area through sculptural gateway landmarks



Establish a sense of arrival to the central activities area through low level landscape elements



Establish a sense of arrival to the central activities area through built form gateway landmarks

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PART C

IMPLEMENTATION

1 RECOMMENDATIONS FOR IMPLEMENTATION

Planning Scheme Implementation

The Wangaratta Urban Design Framework (UDF) seeks to set a vision for the central activities area and guide future development within the context of the existing built form and environment.

The UDF will provide Council with a guide to assessment of future planning applications for land forming part of the study area. This will require the guidelines to be implemented through appropriate references in the Wangaratta Planning Scheme.

For greenfield or large urban infill areas in a metropolitan or major regional city context, the design guidelines and objectives of a UDF would normally be implemented through applied controls in a Precinct Structure Plan (PSP) and reference to the UDF within the zone. However given that the study area is a rural centre, is already established and that Council seeks to guide future land use and development consistent with the UDF, we consider that more traditional controls are appropriate in this instance.

There are a number of ways within the Victorian Planning Provisions that this direction can be provided, including new zoning, application of overlays or introduction of new municipal strategic statements (MSS) or local policy, or the inclusion of the UDF as a background/reference document or an incorporated document. Importantly, the selected tools need to be easy to use and understood by the local community, reflect the intent of the UDF and be provided statutory weight for the assessment of planning applications by Council and at VCAT.

As part of VC148, Council will be required to integrate state, regional and local policy to remove duplication, conflict and provide greater clarity to users. This needs to be considered in the drafting of any provisions and controls as part of this project and will be subject to DELWP's consideration through the roll-out of the PPF over during 2018 and 2019.

The table below identifies updates to existing planning controls or the introduction of new planning controls. It is preferred that existing planning controls be updated rather than introducing new controls. These options will be subject to further discussion with Council prior to finalising the recommended approach for this project.

Further Actions

Framework	Further Action Required
Activity and Growth	<ul style="list-style-type: none"> ■ Council to undertake a Commercial and Retail Space Audit and Strategy to identify whether there is a need to modify/expand the Commercial Zones across the greater Wangaratta area ■ Council to coordinate an approach to address the Smart Cities Code, including a smart car parking, smart energy grid, smart street lights, and a smart water network.
Movement and Access	<ul style="list-style-type: none"> ■ Advocate for high speed inland rail and the supporting commercial opportunities that come with such a project ■ Advocate for a future, well designed, railway underpass connecting the Wangaratta CAA and the Health Precinct ■ Incorporate E-Bike charging station locations in conjunction with the Walking and Cycling Strategy, and other broader electric vehicle charging locations and policies ■ Advocate for, and investigate potential future heavy vehicle bypass/alternative routes around the Wangaratta CAA
Built Form	<ul style="list-style-type: none"> ■ Rezone ALDI car park to Commercial 1 zone, consistent with the surrounding area ■ Rezone Pinset Hotel car park to Commercial 1 zone, consistent with the surrounding area ■ Rezone Corner Ovens Street and Faithfull Street to Commercial 1 Zone ■ Rezone former Wangaratta Plaza site a mix of Commercial 1 Zone, Neighbourhood Residential 1 Zone, and Mixed use Zone
Streetscape	<ul style="list-style-type: none"> ■ Finalise the Rural City of Wangaratta brand identity and reference within any streetscape upgrades where applicable ■ Undertake a Gateway study, to understand the vision for the gateways, and the policy work required to protect and enhance these important sites

Table 1 – Available Planning Scheme Controls

POLICY	TITLE	SUGGESTION/INSTRUCTION
EXISTING PLANNING SCHEME CONTROLS		
Clause 21.02-2	Activity Centres	Update references to the Wangaratta Urban Design Framework where needed. Any drafting of a new Clause 21 policy will need to be mindful of the new Planning Policy Framework introduced through VC148 and would be subject to DELWP's consideration around form and content.
Clause 21.11-1	Local Areas: Wangaratta Central Activities Area	Update references to the Wangaratta Urban Design Framework throughout the Clause and include a new overall framework plan that provides high level strategic direction. The overall framework plan would need to complement existing Figure 6 in in Clause 21.11-1. Any drafting of a new Clause 21 policy will need to be mindful of the new Planning Policy Framework introduced through VC148 and would be subject to DELWP's consideration around form and content.
Clause 21.12	Reference Documents	Update the list of Reference Documents to include the Wangaratta Urban Design Framework and the Wangaratta Project: A Masterplan for the City, March 2016.
Clause 43.02	Design and Development Plan Overlay (DDO1) – Wangaratta Central Activities Area	Update the existing DDO1 to include the provision for Wangaratta Urban Design Framework objectives and design guidelines around the themes of: <ul style="list-style-type: none"> • Activity and Growth; • Movement and Access; • Built Form; and • Public Realm and Streetscape. <p>A revision to the DDO mapping would also be required to better reflect the commercial and mixed use zoned areas within the Wangaratta Central Activities Area with consideration if there is a need to apply the DDO to core residential areas.</p> <p>There is the option to just rely on updating policy in Clause 21 if more detailed built form performance based and prescriptive requirements are required to be included in the existing DDO1.</p>

POLICY	TITLE	SUGGESTION/INSTRUCTION
PROPOSED PLANNING SCHEME CONTROL OPTIONS ONLY		
Clause 37.08 (new)	Apply an Activities Centre Zone to the CAA	<ul style="list-style-type: none"> • Rezone Wangaratta Central Activities Area to an Activity Centre Zone with consideration if there is a need to apply the Activity Centre Zone to core residential areas. • This would require rezoning of land and would remove third party notice/decision and review rights for some applications. • Could include specific guidelines/height/setbacks etc for smaller precincts. • There is an ability to tailor the table of uses. <p>This option would require further work to better understand residential and commercial land supply and demand needs and how prescriptive built form outcomes for precinct areas within the Wangaratta Central Activities Area should be determined.</p>
Clause 43.02 (new)	Design and Development Overlay (DDO4) – New Schedule	<p>Create a new DDO4 schedule which provides more detailed built form performance based and prescriptive requirements around the themes of:</p> <ul style="list-style-type: none"> • Activity and Growth; • Movement and Access; • Built Form; and • Public Realm and Streetscape. <p>This option would require further work to better understand the prescriptive built form outcomes for precinct areas within the Wangaratta Central Activities Area.</p> <p>A revision to the DDO mapping would also be required to better reflect the commercial and mixed use zoned areas within the Wangaratta Central Activities Area with consideration if there is a need to apply the DDO to core residential areas.</p>
Clause 22.05 or 22.13 (new)	Prepare a new Wangaratta Central Activities Area Urban Design Policy	<ul style="list-style-type: none"> • Ability to specify that the policy would apply to land within the Wangaratta Central Activities Area. • Ability to include the provision for Wangaratta Urban Design Framework objectives and design guidelines. <p>Any drafting of a new Clause 22 policy will need to be mindful of the new Planning Policy Framework introduced through VC148 and would be subject to DELWP's consideration around form and content.</p>

WANGARATTA URBAN DESIGN FRAMEWORK

Prepared by **Tract Consultants** for Rural City of Wangaratta
August 2019
0318-0180-01_R001







RURAL CITY OF
WANGARATTA

**AGRICULTURE
AND AGRIBUSINESS ADVISORY
COMMITTEE**

CHARTER

Revised - July 2019

Agriculture and Agribusiness Advisory Committee Charter
June 2019

1. BACKGROUND

This Charter has been developed under the Local Government Act 1989.

2. CONSTITUTION

2.1 The Wangaratta Rural City Council ("Council") has resolved to appoint an Advisory Committee to be known as the Agriculture and Agribusiness Advisory Committee (the Committee).

2.2 The Committee shall comprise of appropriately skilled representatives of the community as appointed by Council.

2.3 The Council has set no time limit on the life of the Advisory Committee. It shall remain in existence until such time as the Council resolves to revoke this charter (refer 15.3).

3. OBJECTIVES OF THE COMMITTEE

3.1 To ensure that the Council is kept informed of:

3.1.1 opportunities for the establishment, growth and/or further development of agriculture and agribusiness within the municipality.

3.1.2 risks to the operation or future of agriculture / agribusiness.

3.1.3 enhancing an understanding of agriculture's role in the local and/or regional economy;

3.2 To provide input into planning and policy development relating to agriculture and agribusiness.

3.3 To advise on the future development of agricultural land, water resource issues, research and education opportunities.

3.4 To provide all sectors of the agricultural community within the Rural City of Wangaratta with the opportunity of input into the directions and issues considered by Council to do with agriculture and agribusiness.

4. FUNCTIONS OF THE COMMITTEE

The Committee shall have the following functions:

4.1 To provide advice, make recommendations or provide comment to Council on issues considered appropriate by the Committee or matters referred by Council to the Committee.

**Agriculture and Agribusiness Advisory Committee Charter
June 2019**

- 4.2 Making recommendations on all aspects of the agricultural industry, including land use, economic development and cultural matters;
- 4.3 Facilitate, liaise and advocate for education skills and pathways within the agriculture sector.
- 4.4 Review initiatives to enhance the agricultural economy and promote Agri-business and Agri-tourism opportunities;
- 4.5 To advise on the development of strategies to address the impact of climate change and adverse weather events.
- 4.6 To identify challenges and promote wellbeing issues relating to the hardship faced by local farmers and their families.
- 4.7 To inform, liaise and seek input from agricultural stakeholders, relevant industry groups and broader rural sector with regard to agriculture and agribusiness.
- 4.8 To provide advice on impacts of Government Policy and programs related to agriculture and agribusiness.
- 4.9 To highlight and encourage further research and advocacy of agriculture initiatives and branding within the municipality.
- 4.10 To help identify new investment opportunities and encourage the adoption of agricultural best practice within the Rural City of Wangaratta.

5. COMMITTEE MEMBERSHIP

- 5.1 The Council has resolved that the Committee shall consist of:
 - 5.1.1 A Chairperson as elected by the committee;
(Chairperson)
 - 5.1.2 Councillor holding the Agriculture Portfolio;
 - 5.1.3 Up to 9 appropriately skilled representatives of the community based on an established skills matrix
(**Appendix 1**)
- 5.2 The Committee may co-opt as many persons as it sees fit in order to undertake specific tasks identified by the Committee or the Council. Co-opted members have no voting rights;
- 5.3 The Chief Executive Officer of the Council shall appoint an Economic Development Officer or Officers from the Council to support meetings of the Committee.

**Agriculture and Agribusiness Advisory Committee Charter
June 2019**

(a) Appointed officers do not have voting rights.

5.4 A quorum requires the attendance of a minimum of 5 voting members at formal committee meetings called.

6. TERM OF APPOINTMENT

6.1 Initial appointment to the Committee will be for a 3 year term. At the conclusion of the nominated period the position will be declared vacant.

6.2 Members of the Committee shall be eligible for re-nomination for a further term or terms of three years each.

6.3 Such appointment will be made to provide for three (3) year appointments on a staggered basis.

6.4 A member of the Committee may resign his/her position at any time.

6.5 All vacant positions shall be publicly advertised.

6.6 Non-attendance at three (3) consecutive meetings without registering apologies may trigger a committee vacancy.

7. CHAIRPERSON AND SUB-COMMITTEES OF THE COMMITTEE

7.1 The Chair will be elected at the discretion of the committee by vote.

7.2 The role of the Chairperson shall be:

- (a) To chair all meetings of the Committee at which they are in attendance;
- (b) To act as the liaison person between the Committee, Council and the community;
- (c) To represent the Committee as and where appropriate.

7.3 If the chairperson is unable to attend a scheduled committee meeting for any reason the committee must appoint an acting chairperson.

7.3.1 Any election for the appointment of an acting chair will follow the same procedure as that for an election of Mayor as specified in Council's Local Law No. 2.

7.4 The Chief Executive Officer of the Council will appoint an officer of the Council to act as executive to the Committee.

The appointed executive does not have voting rights.

Agriculture and Agribusiness Advisory Committee Charter
June 2019

8. REPORTING

The minutes for each meeting of the Agriculture and Agribusiness Advisory Committee shall be prepared and distributed to members of the Committee and to the Council.

9. STAFF

As an advisory committee of the Council the Committee has no delegated authority to employ staff.

10. FINANCES

As an advisory committee of the Council the Committee has no delegated authority to expend monies.

11. INSURANCES

Council shall arrange and maintain a portfolio of insurances to cover all possible risk, including a Personal Accident Policy, a Voluntary Worker's Policy and an Indemnity Policy for Committee members.

12. MEETINGS OF THE COMMITTEE

Meetings will be held at least quarterly or as convened by the Chairperson.

13. CONFLICT OF INTEREST

13.1 Where members of the Committee have a direct or indirect conflict of interest in a matter (as defined in the Local Government Act 1989) the committee member must:

13.1.1 Disclose the interests:

- Advise the meeting of a conflict of interest in the matter,
- State the type (or types) of interest, and
- Describe the nature of the interest.

13.1.2 Abstain from the proceedings:

- Notify the Chairperson that you are leaving the meeting because you have a conflict of interest,
- Leave the room and any area where you can see or hear the proceedings,
- Stay outside until all discussion and voting on the matter is completed, and
- The Chairperson must ensure you are told when the matter is concluded so you can return to the meeting.

Agriculture and Agribusiness Advisory Committee Charter
June 2019

Members of the Committee are not required to submit primary and ordinary returns.

14. MISUSE OF POSITION

No member can use information obtained through their position on this advisory committee for private purposes or private gain.

15. REVIEW

- 15.1 Council shall review the Charter at least every four years. If changes are proposed at least one month's notice in writing of the proposed changes will be forwarded to members of the Committee.
- 15.2 In addition to Council's regular reviews, the Council may carry out a review of the Charter at the written request of the Committee.
- 15.3 Council will give 30 days' notice and consult with the committee of any changes to the structure, function and/or the abolition of the committee.

SIGNED by the RURAL CITY OF WANGARATTA
by its authorised officer

.....
Chief Executive Officer

.....
Date

*Appendix 1***Agriculture and Agribusiness Advisory Committee - Skills Matrix**

Members									
Relevant Experience:	Term Expires 2019			Term Expires 2020			Term Expires 2021		
Selection Criteria									
Livestock									
Horticulture									
Viticulture									
Dairy									
Cropping									
Meat and Wool Production									
Agribusiness									
Agricultural Services									
Natural Resource Management									
Alternative / Niche									
Timber									
Agricultural Science and Research									

Draft only (30 May 2019)



WANGARATTA ECONOMIC DEVELOPMENT & TOURISM ADVISORY COMMITTEE

CHARTER

June 2019

June 2019

1. BACKGROUND

This Charter has been developed under the Local Government Act 1989.

2. CONSTITUTION

2.1 The Wangaratta Rural City Council ("Council") has resolved to appoint an Advisory Committee to be known as the Wangaratta Economic Development & Tourism Advisory Committee (the Committee)

2.2 The Committee shall comprise of appropriately skilled representatives of the community as appointed by Council.

2.3 The Council has set no time limit on the duration of the establishment of the Committee. It shall remain in existence until such time as the Council resolves to revoke its establishment.

3. OBJECTIVES OF THE COMMITTEE

3.1 To advise on the promotion, enhancement and generation of sustainable economic development and tourism within the Rural City of Wangaratta.

3.2 To advise on the development and maintenance of viable economic development and tourism strategies and associated performance measures for the Rural City of Wangaratta.

3.3 To advise on the promotion, facilitation and coordination of opportunities for economic development and associated employment growth in line with the Rural City of Wangaratta's economic development and tourism strategies and Council Strategic Plan objectives.

3.3.1 In particular to assess the suitability of current business development and industry attraction initiatives identified in the Economic Development Strategy and the Tourism Strategy.

3.4 To ensure all sectors of the community within the Rural City of Wangaratta have the opportunity to provide input into the directions and issues considered by the Committee.

4. FUNCTIONS OF THE COMMITTEE

The Committee shall have the following functions:

4.1 To establish special interest task forces and sub-committees to carry out work on behalf of the committee, including a review of economic analysis and feasibility studies.

2

June 2019

- 4.2 To provide comment on and provide direction of specific projects and programs.
- 4.3 To provide quality and timely advice, make recommendations or provide comment to Council on issues considered appropriate by the Committee or matters referred by Council to the Committee .
- 4.4 On behalf of the Rural City of Wangaratta, facilitate and advocate for economic development and tourism initiatives.
- 4.5 To advise on the preparation and delivery of submissions for economic development initiatives.
- 4.6 To inform, liaise with and seek input from appropriate businesses, stakeholders, relevant agencies and the community with regard to economic development and tourism issues.
- 4.7 To identify, recommend and advocate for appropriate resource allocations to projects from Council together with State and Federal Government sources.
- 4.8 To support existing business and industry within the Rural City of Wangaratta.
- 4.9 To attract new investment and industry to the Rural City of Wangaratta.
- 4.10 To identify, recommend and advocate relevant tourism marketing and development initiatives to ensure that the North East and the Rural City of Wangaratta are recognised as a preferred visitor destination.

5. COMMITTEE MEMBERSHIP

- 5.1 Council has resolved that the Committee shall consist of:
 - 5.1.1 the Mayor of the day or designate;
 - 5.1.2 Councillor(s) holding the Economic Development and Tourism Portfolio;
 - 5.1.3 appropriately skilled representatives of the community, based on an established skills matrix (Appendix 1).
- 5.2 The Committee may at any time co-opt an additional member or members to provide additional knowledge as may be required pursuant to the function of the Committee .
- 5.3 (a) The Chief Executive Officer of the Council will regularly attend meetings of the Committee .
 - (b) The Chief Executive Officer of the Council shall appoint a senior Economic Development Officer or officers from the Council to support meetings of the Committee . The Chief

3

June 2019

Executive Officer shall advise the Committee of such appointments.

- (c) Appointed officer/s do not have voting rights.

5.4A quorum requires the attendance of the majority of members at formal committee meetings called.

6. TERM OF APPOINTMENT

6.1 Any person appointed to the Committee shall hold office for a period of three years. At the conclusion of the three year period the position will be declared vacant.

6.2 Members of the Committee shall be eligible for re-nomination for a further term or terms of three years each.

6.3 Such appointment will be made to provide for three (3) year appointments on a staggered basis.

6.4 A member of the Committee may resign his/her position at any time.

6.5 All vacant positions shall be publicly advertised.

6.6 Nonattendance at three (3) consecutive meetings without registering apologies will trigger a Committee vacancy.

7. CHAIRPERSON AND SUB-COMMITTEES OF THE COMMITTEE

7.1 The Committee shall elect the Chairperson on an annual basis no later than July 31 of each year :

7.2 The role of the Chairperson shall be:

- (a) To chair all meetings of the Committee ;
- (b) To act as the liaison person between the Committee , Council and the community;
- (c) To represent the Committee as and where appropriate.
- (d) The term of Chairperson is limited to three (3) consecutive years.

7.3 If the chairperson is unable to attend a scheduled committee meeting for any reason the committee must appoint an acting chairperson.

- 7.3.1 Any election for the appointment of an acting chair will follow the same procedure as that for an election of Mayor as specified in Council's Local Law No. 2.

June 2019

7.4 (a) The Chief Executive Officer of the Council shall appoint an officer of the Council to act as executive to the Committee .

(b) The appointed executive does not have voting rights.

8. REPORTING

8.1 The executive shall prepare the agenda and minutes for each meeting of the Committee, and shall distribute or arrange to be distributed copies of the agenda and minutes to members of the Committee and to the Councillors.

8.2 The Committee through the Council portfolio holder or nominee shall provide a report after each meeting to the Council.

9. STAFF

As an advisory committee of the Council the Committee has no delegated authority to employ staff.

10. FINANCES

As an advisory committee of the Council the Committee has no delegated authority to expend monies.

11. INSURANCES

Council shall arrange and maintain a portfolio of insurances to cover all possible risk, including a Personal Accident Policy, a Voluntary Worker's Policy and an Indemnity Policy for Committee members.

12. MEETINGS FOR THE COMMITTEE

Meetings will be held monthly or as convened by the Chairperson with the exception of the month of January when no meeting will be held.

13. CONFLICT OF INTEREST

13.1 Where members of the Committee have a direct or indirect conflict of interest in a matter (as defined in the Local Government Act 1989 [<https://www.localgovernment.vic.gov.au/council-governance/acts-and-legislation>]) the committee member must:

13.1.1 Disclose the interests:

- Advise the meeting that you have a conflict of interest in the matter,
- State the type (or types) of interest, and
- Describe the nature of the interest.

13.1.2 Abstain from the proceedings:

June 2019

- Notify the Chairperson that you are leaving the meeting because you have a conflict of interest,
- Leave the room and any area where you can see or hear the proceedings,
- Stay outside until all discussion and voting on the matter is completed, and
- The Chairperson must ensure you are told when the matter is concluded so you can return to the meeting.

13.2 Members of the Committee are not required to submit primary and ordinary returns.

14. **MISUSE OF POSITION**

No member can use information obtained through their position on this advisory committee for private purposes or private gain.

15. **REVIEW**

15.1 Council shall review this Charter at least every four years. If changes are proposed at least one month's notice in writing of the proposed changes will be forwarded to members of the Committee .

15.2 In addition to Council's regular reviews, the Council may carry out a review of the Charter at the written request of the Committee.

15.3 The Council shall consult with the Committee prior to giving its consideration to any proposals to amend the Charter.

15.4 All changes to the Charter shall be subject to the approval of the Council.

SIGNED by the RURAL CITY OF WANGARATTA
by its authorised officer

.....
Chief Executive Officer

.....
Date

*Appendix 1***Wangaratta Economic Development & Tourism Advisory Committee – Skills Matrix**

Members												
Term Expires												
Selection Criteria												
Major Manufacturing												
Agribusiness												
Environment / Sustainability												
Transport Logistics												
Service Sector												
Retail												
Small/Medium Enterprises												
Investment / Development												
Media/Marketing / Communication												
Global Experience / Export												
Food and Wine												
Events / Conferencing												
Tourism / Hospitality												

File: F16/2117



Assembly of Councillors

Date: July 2, 2019

Meeting: Wangaratta Economic Development & Tourism Advisory Committee

Commenced: 5:30pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input type="checkbox"/>	<input checked="" 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 David Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Officers:

Brendan McGrath – CEO	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stephen Swart – DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Celeste Brockwell – MSG&E	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Janine Rolles – CED	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Travis Vincent – BIO	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kate Clark – EDO (minutes)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Apologies: Elizabeth Ellis, Ilena Young, Christine Haddrick, Travis Vincent, Cr. Harvey Benton, Cr. Currie, Brendan McGrath, Cr. Dean Rees, Christian Dal Zotto

Independent Presenters: Emma Jones (Start Up Shake Up)

Conflict Of Interest Disclosure: (Left the room – Returned): N/A

Matters Considered:

1. Minutes of previous meetings
2. Start Up Shake Up presentation – Emma Jones
3. Brand Marketing Strategy update
4. Business Arising (Equine Strategy Update & WEDTAC Nominations)

Meeting Closed at: 7:03pm

Sub Folder S18/249



Assembly of Councillors

Date: 8th July 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input type="checkbox"/>	<input checked="" 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"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Presenters: Marcus Goonan – Manager Infrastructure, Planning & Delivery; Jaime Chubb – Director Community & Wellbeing; Steven Burke – Media & Communications Coordinator; Justin Britt – Strategy Planner; Celeste Brockwell – Manager Economic Development

Conflict of interest: N/A

Matters Considered:

- 6.1 Asset Management Plans (Roads, Bridges & Drainage)
- 6.2 Community Satisfaction Survey Results
- 6.3 Community Grants Policy Review
- 6.4 Draft Health Precinct Structure Plan – Consideration of Submissions
- 6.5 Review Briefing Forum Actions
- 6.6 Break
- 6.7 General Business
- 6.8 Pedestrian Crossings – Reid Street
- 6.9 Indi Roundtable Discussion
- 6.10 CEO & Councillor Only Business

Meeting Closed at: 5.35pm

Sub Folder S18/249



RURAL CITY OF
WANGARATTA

Assembly of Councillors

Date: 15th July 2019

Meeting: Briefing Forum

Commenced: 3pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input checked="" 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"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters:

Steven Burke (Media & Communication Coordinator), Marcus Goonan (Mgr Infrastructure, Planning & Delivery), Stephen Swart (Director Development Services), Sarah Brindley (Director Corporate Services)

Conflict of interest: N/A

Matters Considered:

- 6.1 Quarterly councillor video & Councillor meeting Media Response & Social Media
- 6.2 Gun Club Clean Up Plan
- 6.3 Monthly Status Reports – Directors
- 6.4 Break
- 6.5 General Business
- 6.6 Review Briefing Forum Actions
- 6.7 CEO & Councillor Only Business

Sub Folder S18/249



Assembly of Councillors

Date: 16th July 2019

Meeting: Pre Council Meeting Discussion

Commenced: 5:00pm

Councillors:

Cr Dean Rees - Mayor
Cr Mark Currie – Deputy Mayor
Cr Harry Bussell
Cr Ken Clarke
Cr Dave Fuller
Cr Harvey Benton
Cr Ashlee Fitzpatrick

Present

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Absent

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Executive Team:

Brendan McGrath – CEO
Alan Clark – DIS
Jaime Chubb – DCW
Sarah Brindley – DCS
Stephen Swart– DDS

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Officers: N/A

Apologies: N/A

Presenters: N/A

Conflict of interest: N/A

Sub Folder S18/249



Assembly of Councillors

Date: 22nd July 2019

Meeting: 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"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters:

Jamie Reid (Mgr Field Services), Aaron Currie (Financial Coordinator), Stephen Swart (Director Development Services), Glenda Beecher (Mgr People & Governance), Tom Arnold (Youth Development Officer), Rachel Fischer, Oscar Day, Layla Creek, Matt Stone (Youth Council Representatives), Jaime Chubb (Director Community & Wellbeing), Bec Amos (Creative Marketing Specialist)

Conflict of interest: N/A

Matters Considered:

- 6.1 Manager Presentation – Field Services
- 6.2 Wangaratta Economic Development & Tourism Advisory Committee & Agriculture & Agribusiness Advisory Committee Charter Reviews
- 6.3 Fraud & Corruption Policy
- 6.4 Protected Disclosure Policy
- 6.5 Quarterly Advisory Committee Chair Reports
- 6.6 Break
- 6.7 Youth Action Plan
- 6.8 General Business
- 6.9 Review Briefing Forum Actions
- 6.10 CEO & Councillor Only Business & CEO KPI Discussion
- AOB: Marketing & Branding Strategy Update

Sub Folder S18/249



Assembly of Councillors

Date: 29th July 2019

Meeting: 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 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"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters:

Steven Burke (Media & Communication Coordinator), Marcus Goonan (Mgr Infrastructure, Planning & Delivery)

Conflict of interest: N/A

Matters Considered:

- 6.1 Planning Provisions in Farming Areas
- 6.2 Council Fleet Vehicles
- 6.3 Draft Wangaratta Central Activities Area – Urban Design Framework – Consideration of Submissions
- 6.4 Break
- 6.5 Review Briefing Forum Actions
- 6.6 General Business
- 6.7 CEO & Councillor Only Business
- 7.1 Upcoming Briefing Forum items – August 2019

Sub Folder S18/249



Assembly of Councillors

Date: 5th August 2019

Meeting: 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"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters:

Ed Walker, Rebecca Pickering, Dinesh Batra, Renee Preece – ARTC, Rachael Richards - Economic Development Officer, Janine Rolles – Economic Development & Tourism Coordinator, Clare Cowdery – Acting Manager Building, Planning & Compliance.

Conflict of interest: N/A

Matters Considered:

- 1.1 Inland Rail Design Presentation - ARTC
- 2.2 Wangaratta Economic Development & Tourism Advisory Committee & Agriculture & Agribusiness Advisory Committee nominations 2019
- 3.3 Tourism Events Funding Program
- 4.4 Break
- 5.5 Planning Services Review Report – Update August 2019
- 6.6 Review Briefing Forum Actions
- 7.7 General Business
- 8.8 CEO & Councillor Only Business



**Economic Development & Tourism
Advisory Committee Meeting**

62-66 Ovens Street
PO Box 238
Wangaratta 3676
Telephone (03) 5722 0888
Fax: (03) 5721 9526
E-mail: council@wangaratta.vic.gov.au

5:30pm Tuesday July 2, 2019
Ovens Room, Wangaratta Government Centre
62 Ovens Street Wangaratta

MINUTES

File No: F16/844

1.	<p>COMMITTEE: Cr. Harry Bussell, John Joyce, Robert Floyd, Jamie Ramage, Stephen Oxley,</p> <p>Guests: Cr. Dave Fuller, Emma Jones (Start Up Shake Up)</p> <p>NON VOTING: Stephen Swart, Celeste Brockwell, Janine Rolles, Kate Clark (minutes)</p>	
2.	<p>APOLOGIES: Elizabeth Ellis, Ilena Young, Christine Haddrick, Travis Vincent, Cr. Harvey Benton, Cr. Currie, Brendan McGrath, Cr. Dean Rees, Christian Dal Zotto</p> <p>Moved: Jamie Seconded: Robert</p>	
3.	CONFLICT OF INTEREST DECLARATIONS	N/A
4.	MINUTES OF PREVIOUS MEETINGS	<p>Moved: Jamie Seconded: Robert</p> <p>RECOMMENDATION: <i>That the minutes of the meeting held on Tuesday, June 4 2019 be confirmed as a true and accurate record of the proceedings of the meeting.</i></p>



**Economic Development & Tourism
Advisory Committee Meeting**

62-66 Ovens Street
PO Box 238
Wangaratta 3676
Telephone (03) 5722 0888
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E-mail: council@wangaratta.vic.gov.au

5.1	Start Up Shake Up – Emma Jones	<p>Emma presented to the group on Start Up Shake Up - an initiative by Launch Vic with a buy-in from four LGA's including the RCOW.</p> <p>Actions from Emma's presentation include:</p> <ol style="list-style-type: none"> 1) Send the committee a copy of the presentation from Emma 2) Send the committee an invitation/details to the upcoming 'Pitch Night' (Benalla, July 26) <p><i>Cr. Fuller left the room at approximately 6:05pm</i></p> <p>Upon conclusion of the presentation the committee discussed the need for the initiative to become somewhat commercialised in order for its own longevity and sustainability. Ideas raised included commercialising the 'mentor' type services the group offer, and perhaps contract negotiations could be entered into from participants who have utilised the services to launch a product/initiative (e.g. 5% of earnings for the first 5 years of operating).</p> <p><i>Emma left the room at approximately 6:25pm</i></p>
5.2	Brand Marketing Strategy <i>Fixed item – group focus</i>	<p>The group were informed the current standing of the Brand Research & Marketing Strategy- a decision is to be made by council on July 16.</p> <p>The group commented that the focus has definitely been unjustifiably on the logo component of the project and this is where a lot of community concern has stemmed from.</p> <p>Discussion followed from the committee about whether or not a delay in the decision making on the project would give time to rectify any of the concerns – after discussion it was deemed that eventually a decision must be made regardless of when what decision occurs.</p> <p>The committee discussed their particular standing on the issue and John outlined that they could:</p> <ol style="list-style-type: none"> A) Support the project in full.



**Economic Development & Tourism
Advisory Committee Meeting**

62-66 Ovens Street
PO Box 238
Wangaratta 3676
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E-mail: council@wangaratta.vic.gov.au

		<p>B) Support the project without the logo component C) No support the project.</p> <p>The group were made aware that other committees (AAAC) have formalised their standing on the issue by submitting to council a recommendation in writing.</p> <p>A motion was raised by the chair to pass on WEDTAC's (given that a quorum was present) support to council on this project in full.</p> <p>Moved: Jamie Seconded: Robert</p>
6.0	<p>BUSINESS ARISING</p> <p>1) Equine Strategy Update 2) WEDTAC nominations open until Friday, July 12.</p>	<p>1) Janine received one lot of feedback – from Steven Oxley and these edits have been applied to the document. John moves that this document is now approved by the committee and should now go up to council for adoption.</p> <p>Moved: Jamie Seconded: Robert.</p> <p>2) Committee was informed that the three WEDTAC positions (in conjunction to the 3 AAAC positions) nominations period has been extended until July 12. Elizabeth Elis, Robert Floyd and Matthew Fraser (who resigned in May) have come to their end of their current terms on the committee. The committee was encouraged to refer individuals who they think might be interested - see Kate tonight for a nomination form, or for more information visit the RCOW website.</p>
7.0	NEXT MEETING	Next meeting – Tuesday August 6 at 5:30pm
8.0	MEETING CLOSED	There being no further business, the meeting closed at ... 7:03 pm.