

1 REQUEST FOR INFORMATION – WYNDHAM CITY COUNCIL

1.1 185(3)(A) – THE HIGHER CAP

- **ESC Question:**

Can Council confirm the higher cap that it is seeking? It is necessary to clarify this as it may lead to compliance issues when calculating the base and capped average rates.

Wyndham City reply: Council is seeking a 2% variation to the rate cap which equates to \$2,899,109. The amount was rounded to \$3 million for the submission and communications.

1.2 185E(3)(B) – REASONS

- **ESC question:**

Please advise how the stated revenue gap of \$4.4 million for 2016/17 was calculated?

Wyndham City reply:

The \$4.4 million relates to the funding shortfall assuming a capital program of work of \$103 million for 2016/17. This calculation is based on year 2 of the 2015/16 Strategic Resource Plan, updated for known changes in assumptions. Some of the more material changes in assumptions include:

- Rates increase of 2.5% rather than 5.5%
- EBA increase of 3.4% rather than 3.25%
- Higher depreciation on a higher asset base
- CPI increase of 2.5% rather than 3.0% impacting both revenue and expenses
- Known material increases in expenses e.g. new lost dogs home pricing structure increasing costs by \$650,000
- Revised growth and service volume assumptions
- Higher capital grants advised e.g. Roads to Recovery, funding specifically for the Chirnside Precinct redevelopment, and
- Other anticipated changes to Council operations (including new initiatives proposed and new staff/resource requirements) based on a 'bottom up' review.

Wyndham City Response to Essential Services Commission

- **ESC question:**

With respect to the funding shortfall associated with the DCP obligations in Wyndham, does this shortfall take into account anticipated revenue growth resulting from the new rateable properties resulting from growth?

Wyndham City reply:

The income number presented in our budget takes into account an estimate of revenue growth from new rateable properties. However, this revenue does not automatically translate to funds available for Developer Contribution Plan (DCP) shortfalls.

Total revenue from rates is utilised to fund council services and operations as identified in our Comprehensive Income Statement. Any operating surplus is then applied as funds available for council's required capital program. The attached data (What Do You Get For \$100) provides an indication of how revenue from rates is allocated across council services.

DCP levies received by Council are restricted as reserves to be applied against DCP obligations. Where there are timing differences between receipt of these funds and building of DC infrastructure, Council may be required to reprioritise and defer other projects within its capital program keeping in mind flow on implications to resident services and future year funding requirements.

- **ESC questions:**

- Further to the discussion regarding population growth on pages 19-22 of the application and pages 74-75 of the Integrated Plan and Budget 2015/16, has Council undertaken any modelling of the long-term impacts of growth, taking account of projected revenue increases, service needs and projected costs? How does this impact on the Council's long-term operating position? To what extent is the DCP funding shortfall offset (if at all) by this revenue growth over the long-term?

Wyndham City reply:

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As per above, Council considers impacts of growth in developing the long term financial plan. This includes analysis of revenue growth as well as increase in expenditure reflecting cost escalations and meeting additional service needs. Funds available for Council's planned capital program is then assessed against any resulting surplus or deficit positions from our operations.

Again, as stated above, where there are timing differences between receipt of DCP funds and building of DC infrastructure, Council may be required to reprioritise and defer other projects within its capital program keeping in mind flow on implications to resident services and future year funding requirements.

- **ESC questions:**
- The application refers to one of the impacts of not receiving the higher rate cap will be the reduction of funding for feasibility studies and planning for future capital works. Could this work be funded from existing current financial reserves?

Wyndham City reply:

Feasibility studies and planning for future capital works cannot be funded from current financial reserves.

The funding in reserves is receipt of DC funds specifically committed to Community infrastructure projects delivery under the State Government gazetted Precinct Structure Plans. These funds are provided in the reserves to provide critical new infrastructure to meet the needs of the Wyndham's rapidly growing community.

The DC's are capped, most have been in place for many years, and there already exists a substantial shortfall in funding the infrastructure committed in the PSP's in particular community facilities.

The reserve funding is for the construction of projects, and doesn't allow for the feasibility studies and future infrastructure planning of projects is through rates revenue, delivered through the Capital Works Program.

- **ESC question:**

Wyndham City Response to Essential Services Commission

- Can Council identify any specific projects that may be impacted by the reduction in funding for feasibility and planning work and the anticipated service impacts?

Wyndham City reply: Note that each project is also accompanied by commentary including anticipated service impacts.

W1063 WERRIBEE INTEGRATED COMMUNITY LEARNING HUB

WICLH is planned to be a centre for community activity and learning and a catalyst for a more vibrant and reinvigorated Werribee Activity Centre. It will contribute to achieving increased access to education employment and skills pathways and lifelong learning and deliver significant improvements to the broader social and economic wellbeing of the Wyndham community.

To be situated on a prime location on the Werribee River, development of WILCH will activate and stimulate the community development potential of the area and complement private sector development on a number of other redevelopment sites across the Werribee City Centre.

The WICLH will include a library, community hub, co working space and accommodation for Wyndham Community Education Centre. The WCEC is a not for profit incorporated organisation which provides a range of services and programs including training programs and community services for a broad cross section of the community with a strong emphasis on disadvantaged young people and refugee and humanitarian entrants.

A recent business case and economic has been prepared for WILCH including an economic and cost benefit analysis for the project.

There would be a significant negative impact for the community if this project were not to be undertaken. Some key outcomes that would not be achieved are:

- Not constructing the learning hub will lose a total economic impact in the region of \$66.1 million in Net Present Value (NPV) terms
- The creation of 104 jobs over two years will not occur, and
- The Region will lose the economic benefit over 20 years construction and library operation of more than \$101.8 million in Net Present Value (NPV) terms.

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The Library will not be able to provide the annual projected:

- 420,000 loans to community members
- Access to 250,000 library visitors
- Access to 34,500 projected individual computer bookings for community members that help them find employment, study and connect
- Over 15,000 families will not be able to participate in the 0-5 year old programs, and
- Over 2,500 adults and older people will not be able to participate in targeted programs.

The community hub component will not be able to provide the projected

- 3,000 hours of available room hire to community groups and organisations, and
- Participation of 20,000 residents of all ages in hub programs and events.

WCEC helps long-term unemployed people, people with disabilities, older people students from non-English speaking backgrounds, indigenous students, teenagers disengaged from school and others experiencing disadvantage gain access to education and so change their lives.

Services that will not be provided from the WILCH if it is not developed include:

- 1,100 people a week participating in programs and events
- 117 young people re-engaged with training and education programs, and
- 26,000 hours of pre-accredited training being delivered to more vulnerable residents.

W1117 WYNDHAM CULTURAL CENTRE REDEVELOPMENT - STAGE 1 FEASIBILITY

Culture has been identified as the 'Fourth Pillar of Sustainability' by the Cultural Development Network (Vic) 2001, noted for its essential role in public planning.

Planning for the redevelopment of the Wyndham Cultural Centre has focussed on the identification of opportunities for expansion of the existing high quality Performing Arts and Gallery exhibition program and providing greater accessibility for the community while also providing the space and

Wyndham City Response to Essential Services Commission

conditions for development of a range of compatible cultural services to help reinvigorate Werribee's City Centre.

Wyndham City has established its aspirations for the Wyndham Cultural Centre in its City Plan to - "Position the Wyndham Cultural Centre as the premier performing arts centre in Melbourne's west" and expanded on this further in its Cultural Development Policy to improve the level of community accessibility in order to

"Support emerging artists, cultural projects and community groups to provide arts related activities".

The proposed redevelopment of the Cultural Centre including the expansion of the Wyndham Art Gallery to allow for development and broadening of the theatre and gallery programs including: hosting national touring shows/exhibitions; greater opportunities for local artists; improved access; education opportunities for local audiences; and development of Council's visual art collection.

The project will exploit links to local services, spaces and environments and helping to stimulate the Werribee Activity Centre through an integrated place based approach to the inclusion of cultural imperatives.

Surveys undertaken during the development of the Cultural Development Strategy demonstrate a significant community interest and expectation for provision of cultural services into the future.

Preliminary planning and design work indicates there are significant efficiencies to be exploited through repurposing and reuse of existing spaces including the library (following the relocation to the WICLH). There is also a need to expand of the existing building to accommodate a broader range of cultural enterprises sponsoring community's cultural engagement and social wellbeing.

Wyndham Cultural Centre Theatre

Growth projections for the patronage demonstrate significant additional benefit to be realised through the redevelopment and expansion project including possible:

- Provision of additional seating to the Tattersalls Theatre main auditorium
- Provision of a black box / community access theatre, and
- Upgrades to service areas including green rooms, toilet facilities, foyer, café etc.

Wyndham City Response to Essential Services Commission

Conversely if the redevelopment of the Cultural Centre does not proceed the Centre will not be able to meet community expectations and demands.

Forecast

The participation in the Theatre programme will slow over the next decade as the facilities fail to meet the appropriate service standard.

The projection shows that without redevelopment, patronage will grow from 32,500 people to 38,256 in 2022-25, compared with growth to 47,430 if the Centre is redeveloped. In percentage terms audience growth will slow from 2% to 0.5% annually compared with 8% growth if the centre is redeveloped.

Wyndham Art Gallery

Records of Gallery patron attendance over the last year indicate steady growth and diversification of audiences. Exhibition openings regularly draw 100-200 patrons with steady visitation during the exhibition period.

This growth has been achieved through high quality curation of the exhibition program (with a social development focus), promotion of opportunities including the Wyndham Art Prize, and a two tiered marketing approach for local and broader audiences.

However the Gallery's capacity to draw interest from established and highly recognised artists, institutions, and national arts audiences is restricted by a number of issues including: its size/hanging space; lack of humidity control; lack of collection storage and work areas; lack of visibility/street profile, and lack of compatible cultural services drawing visitation and integration with Werribee City Centre.

Gallery statistics demonstrate huge scope for growth in service provision and patronage:

- One Gallery (approximately 65 square metres in area) mezzanine plus spill over into the theatre foyer area
- 6-8 visual art exhibitions per year (occasionally running in parallel)
- Estimated average 500 patrons per exhibition (including opening average 120)
- Total estimate 3,000-3,500 patrons per year (including school and interest groups)

Wyndham City Response to Essential Services Commission

- Exhibition openings generally draw around 120 patrons (more than 200 for the Wyndham Art Prize)
- Recent diversification of audiences due to broad social focus and co- curation model, and
- Additional programs: internships, floor talks, partnerships.

Benchmarked projections

A survey of Victorian Council owned galleries demonstrates a clear correlation between the patron numbers and gallery infrastructure (size and number of programmable spaces, staff numbers, volunteer numbers and co-location of other cultural services and attractions.

The redevelopment of the Cultural Centre is therefore vital to ensuring Council can continue to grow cultural experiences and services at a standard appropriate for a community the size and diversity of Wyndham.

Expansion of the Wyndham Art Gallery facilities including a community access gallery and capacity to host national touring exhibitions would provide for a major expansion of the Gallery exhibition program similar to the Town Hall Gallery in Booroondara which was recently redeveloped.

Visitation to this gallery has more than doubled since 2014/15 following the redevelopment and expansion of gallery and service spaces including artist studios.

- Town Hall Gallery (Booroondara) receives 20,000 visitors per year
- Geelong Gallery receives in excess of 70,000 visitors per year, and
- McClelland Gallery & Sculpture Park (Langwarren) boasts over 120,000 per year.

Hence in terms of service impact and in addition to the statistics provided above, redevelopment would allow for:

- An increase in the number of exhibitions from 6-8 (involving approximately 125 artists in 2016) to 20 exhibitions
- Increased number of local artists involved in the exhibition program to 12-25 per year
- Greater capacity to draw the interest of top tier artists (including. international) to exhibit.
- Improvement of the Gallery profile and greater national media attention, and
- Interest from the broader arts community and dramatically increased visitation likely to be somewhere in the vicinity of between an additional 17,000-67,000 persons.

The benchmark survey also demonstrates many Victorian Council-owned galleries draw multiple income streams from various cultural services and operation models including café/reception

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venues, arts bookshops, artist hire fees, gallery sales commissions, as well as public program fees etc – all of which will be explored through the Wyndham Cultural Centre Service Plan Study.

W1150 COMMUNITY DEVELOPMENT FIT FOR PURPOSE ASSESSMENT

Wyndham has experienced fast paced greenfield development and the provision of community infrastructure has been focused primarily in greenfield site, however there is a range of ageing community infrastructure in the established areas, such as:

- Stand-alone single room kindergartens
- Single use Maternal and Child Health Services
- Stand-alone halls, and
- Older style community centres.

Council needs to undertake a comprehensive audit of all of these nineteen facilities in order to make informed decisions on the future of these assets and ensure that each facility is fit of purpose and is delivering the best value to the community.

Older infrastructure is in the established areas Wyndham and these communities typically experience lower SEIFA ratings than new greenfield communities. The communities have changed over time, but the infrastructure is largely unchanged from its initial purpose as they were built in an era of single purpose, stand-alone facilities.

This is no longer the accepted best practice for the delivery of community infrastructure, and Council needs to collect a range of data to inform a strategic integrated asset management approach, that will lead to changes in use, built form, enhanced local service provision that meets the new communities needs and in some case, disinvestment of some assets.

As the community infrastructure has been a part and presence of the fabric of the community, it is expected that any proposed changes to their use and function will cause some community angst, and it is essential that Council has current data to be able to efficiently engage with the community on.

The Fit for Purpose Assessment will provide Council with a strong integrated asset management evidence base to guide all future capital decisions. The current estimated total value of these assets is valued at \$ 7, 737, 290 million.

If this project does not proceed:

Wyndham City Response to Essential Services Commission

- Council would be relying on out dated data to make decisions on essential community infrastructure for a rapidly growing and changing community. It is estimated the cost of cyclic maintenance to maintain these buildings to an acceptable level is \$ 2 million per financial year. These costs will rise as the asset ages
- Council could not deliver on Wyndham 2040 commitment to increased civic participation, through District Advisory Committees, on Council budgeting processes and decisions, as the information available to the community will not be based on best practice integrated asset management principles
- Ageing community facilities are not being fully utilised, and this may represent a total loss of revenue to Council of \$ 1.68 million
- Building works may not represent the strategic intention of Council service planning requirements. For example, stand-alone single room kindergartens and single purpose maternal and health buildings built in the 1970s are not able to meet the current regulations and community expectations
- Decline in enrolments and low uptake of essential early years services may result in these areas experiencing increased level of disadvantage
- Age appropriate and targeted support services may not be delivered in these areas due to the mismatch of community infrastructure, and
- Capital investments not reflecting value for money.

W1179 TARNEIT NORTH LEVEL 1 MULTI-PURPOSE COMMUNITY CENTRE

W1186 TRUGANINA SOUTH LEVEL 2 MULTI-PURPOSE COMMUNITY CENTRE

Residential growth is expected to continue to be strong in the Tarneit North and Truganina areas, and it is essential that Council plan and deliver a range of community services for new and growing communities. Community Centre's are planned for the local town centres and they will consist of:

- Kindergarten rooms
- Consulting rooms that can be used by Maternal and Child Health and other health care professionals
- Flexible community rooms
- Community kitchens
- Integrated open space, and
- Associated office space to support a range of community service to provide localised service delivery.

Wyndham City Response to Essential Services Commission

The community centres will provide opportunities for early activation of the community, enable a wide range of commercial uses and support medium density development.

Wyndham's approach in building new greenfield communities an integrated neighbourhood approach that builds a sense of place, community connection and provides local easily accessible activities and services. Community centres are a key mechanism for council services and resources to enable these outcomes and the development of connected community precincts and hubs.

Integrated master planning of new community infrastructure provides an opportunity to explore more efficient use of internal space and layout, including the adjacent sporting pavilions, outdoor area configuration, car park layout and extension options.

Planning of shared services reduces overall project costs and provides the new community with well-planned and accessible community infrastructure.

New greenfield communities have younger demographics, with higher numbers of young children than the greater Melbourne population.

Timely delivery of the Community Centre will provide the new community with:

- Access to services and programs
- Maternal and Child Health Services for a projected new born population of 1,500 per annum. It is forecasted that 6,400 0-4 year olds will be living in Tarneit North and Truganina by 2036
- Kindergarten services for over 800 young children per year
- Community programs for an estimated population of over 40, 000 people
- Increased social interaction – neighbourhood and community hub to strengthen communities
- Increased local amenity – improves attractiveness and sense of place, and
- Increased economic confidence- civic buildings can assist community building by instilling a sense of local pride such and encourage an increasingly diverse population to use them and the services provided. They can encourage, support and build local economies by encouraging small-scale businesses and local entrepreneurship through markets, local festivals, events and other locally-sponsored activities.

There would be a significant negative impact for the community if this projects were delayed and piecemeal infrastructure planning may result in inadequate community infrastructure that does not meet the current and future needs of the new community and not maximise efficiencies.

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Some key outcomes that would not be achieved are:

- Construction of the Community Centres will have a total economic impact in the region of \$7million in Net Present Value (NPV) terms
- Planning and Construction will generate over eighty jobs over two years
- The Community Centres will create an expected twelve EFT, with additional staff providing out posted service, and
- Based on equivalent Community Centres over 3786 people per month / or 45,432 attendances annually would miss out on a range of local community programs such as:
 - Parenting groups
 - English conversational skills
 - Digital literacy
 - Introduction to small business
 - Health and wellbeing program
 - Arts and cultural activities
 - Social groups- Chinese Friendship, Bollywood Dancers
 - Cultural activities
 - Local celebrations- Eid, Christmas, Luna New Year, Diwali.

In addition to the above, an expected 2,500 children aged between 0-5 would miss out on local early years' service provision

W4867 PEDESTRIAN / BICYCLE BRIDGE OVER PRINCES FREEWAY

The number of affected residents is calculated as a percentage of the population that cycles or walks as follows:

Suburb	Population Est (2016)
Williams Landing	5,770
Point Cook	48,972
Hoppers Crossing	38,239
Seabrook	4,966
Altona Meadows	19,079
Total	117,026
JTW Mode Share	1.4%
Trip Estimate	1,638

Wyndham City Response to Essential Services Commission

Hence it is likely that the service impact would include 117,026 people who would not be able to access this bridge.

The following clarifications regarding the above date are provided:

- We have added in Altona Meadows and Seabrook given likely users (despite not being in Wyndham).
- We have not included EWEP population forecasts, as not certain of latest proposal what this number would be, and
- We only have Journey to Work (JTW) mode share, not all trips mode share. This will mean estimate is conservative as no recreational trips included.

S4905 LAWRIE EMMINS MASTER PLAN REVISION

The number of people affected will go beyond the boundaries of Wyndham City and this site is of regional significance.

Where regional parks are used as active open space they may include sporting facilities that facilitate regional level competition play. Regional active open spaces have a 'regional-wide' catchment and may be located anywhere in the municipality or broader region. Lawrie Emmins Reserve facilitates municipal-wide sports and regional capabilities due to its location and proximity to the Greater West of Melbourne.

The catchment for this reserve will be influenced by hard to located sports currently occupying the land and the master plan that will affect the location of these sports into the future. It is expected that up to 40% of people participating in these sports are from the Greater West Region.

The Lawrie Emmins Reserve is currently used by 550 sports participants including archers, scouts, motocross and cricket. It has the potential (following the master plan considerations) to see capacity increase to include – passive walking, cycling access, dog off lead, additional formal sports capacity.

It is estimated that the master planning of this reserve will provide for five sports with infrastructure to support the sustainable operation of 300 player members and

Wyndham City Response to Essential Services Commission

100 volunteers per sport. It is therefore predicted that the direct impact of this masterplan will provide for:

- 2,500 people to engage in formal sporting activity
- 500 people to engage in voluntary support to the clubs, and
- 5,000 spectators per week who support the sports.

Additionally, it is expected that the Master Plan will also respond to the significant participation in walking and cycling by the community. The reserve links to federation trail and newly established estates of Williams Landing and Truganina.

Estimates are based on Bicycle Victoria Super Sunday (2012) data. In 2012 a population of approximately 160,000, 109 walkers and 105 cyclists used the Federation Trail each day

In a population of 350,000 persons an estimated 480 person per day will use the trail/ reserve for walking and cycling.

W4065 1160 SAYERS ROAD – MASTERPLAN

W1075 WYNDHAM'S THIRD INDOOR LEISURE FACILITY - FEASIBILITY

The development of a masterplan for the Council owned 113 hectare site is the next stage in the development of this site following the completion of the structure plan that was part funded by the Federal Government 'Liveable Cities Program'.

The masterplan will build on the outcomes and deliver increased detail on all the objectives addressed in Wyndham's Structure Plan for this site, including a physical representation of these objectives.

The masterplan will allow Council to work with the Metropolitan Planning Authority to inform the future development of the Oakbank Precinct Structure Plan where part of this land is located. Also the Master Plan will guide the future development and timing of Council funded infrastructure and facilities on this site and will inform Council's Long Term Financial Plan and the 10 Year Capital Works Program.

The Sayers Road site has been identified to house Council's future regional indoor sports and aquatic centre based on Council's adopted Aquatic Strategy.

Wyndham City Response to Essential Services Commission

The current centre (AquaPulse) pool area has had more than 500,000 visitations in the first three quarters and rapidly growing demands of the community requires Council to commence planning for the future centre on the Sayers Road site.

The masterplan for the overall site is the next critical step prior to any future planning / development commences on this site. With the known lead time for the development of these major infrastructure projects, the master plan needs to be initiated as early as possible.

Current forecasted annual visits to AquaPulse and Eagle Stadium are below:

AquaPulse	Forecast 15/16 - 666,965
Eagle Stadium	Forecast 15/16 - 406,184

The Wyndham Aquatic Strategy identifies the need for a new facility when the amount of visits exceed 850,000 to AquaPulse, however the aquatic component of the facility is already at capacity, and not able to meet the current learn to swim and user demand.

The facility has had to cap the amount of learn to swim enrolments to 3,000 resulting in a waiting list of more than 300 children. Should a further facility not be planned or delivered, the current AquaPulse facility will not be able to cater for the demand of the community from 2016/17 onwards.

Aquapulse usage and other context of existing facilities

- AquaPulse: Q1:174,362; Q2:176,318 and Q3:149,544 or Year To Date: 500,224
- In regard to the visitations, the YTD visits to AquaPulse as at 31 March 2016 (first ¾'s) are just over 500,000 with a projected annual visit in first year of operation of 650-700,000
- The visitations referred to in the Aquatic Strategy do not differentiate between dry and wet visitations to the facility
- There are a number of capacity issues at AquaPulse exclusively associated with the pool hall which are already presenting
- 50metre pool lanes oversubscribed – Impacting decisions regarding the hours of operation of the outdoor pool

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- Outdoor pool operated at times to support increased access to 50m lanes in an attempt to alleviate demand at AP
- All AP lanes are oversubscribed by clubs and casual users, resulting at times where all users are provided with less lanes than requested. This also results in minimising capacity for future growth by clubs
- Within the first couple of months of opening, Learn To Swim (LTS) enrolments halted with wait lists created due to over subscription. Recently reopened but operating close to capacity
- LTS classes have now expanded into pools above and beyond expectation, impacting use and enjoyment by those for who these other pools were built
- During LTS classes, there is very limited water play space available for children to swim and practice their skills, impacting their experience
- LTS pool operates regularly with occupancy in excess of design capacity impacting water quality, and
- Lock- outs at AquaPulse. During the past summer season, on at least 3 occasions, AquaPulse went into lockout, having reached maximum occupancy in the pool hall, while this same situation only occurred once (best recollection) at the previous WLEC.

The issue for consideration is that while 2015/16 annual visits is likely to be substantially less than the 850,000 trigger, the available capacity is less in the pool hall and more in the dry side of the building. Currently health club membership is around 50% of capacity (5-6 members per ^{square} metre) consequently, capacity to increase visitations primarily sits with the dry side of the building and significantly less with Aquatics.

The comments, observations and usage of the pool hall facilities identified above and the occupancy/usage, already very closely align with the situation at the old Werribee Leisure and Events Centre (WLEC) prior to closing for redevelopment specifically related to aquatics. With regarding to health club, the old WLEC membership reached 3000 for the first time 8 months prior to closure for redevelopment which was more than 5 members per square metre.

Eagle Stadium Attendances (Approximate Figures):

- First Quarter (July – September) is 104,228; while Second Quarter (October – December) was 98,864. Or expressed as Year to Date = 203,092 attendances
- Total number of basketball teams competing at Eagle Stadium is 380 as at January 2016, and
- Total number of netball teams competing at Eagle Stadium – 162 (WNA and HCNC) as at January 2016.

Wyndham City Response to Essential Services Commission

Given Wyndham's rapid growth, as well as usage and other relevant factors mentioned above, the service impact of not proceeding with feasibility studies is likely to be significant and serious, especially and once existing facilities reach their capacity which is already occurring faster than expected as shown above.

W4095 LIVEABILITY PROJECTS - PARKS UPGRADE IN OPEN SPACE STRATEGY

S4804 LANDSCAPE MASTER PLANS - FORWARD PLANNING

The Open Space 'liveability' and master planning projects include 7 park upgrades to district level and 3 to local level in the following open space planning districts.

The service impact or total number of residents that will be affected if these projects do not go ahead will be 16,923.

Local Upgrades	400 metre radius population (local park)	95% of the population to be serviced
Werribee	790	750
Point Cook	657	624
Truganina	875	831
District Upgrades	kilometre1 kilometre radius population (district park)	95% of the population to be serviced
Hoppers Crossing x 2	1,662 (3,324)	3158
Tarneit	4,244	4,032
Werribee x 2	1,976 (3,952)	3754
Point Cook	1,664	1,581
Wyndham Vale	2,308	2,193
Total	17,814	16,923

W4098 MASTERPLAN FOR THE WERRIBEE CBD SPORTS PRECINCT

The Werribee CBD Sports Precinct will provide access to both participate and spectate at sporting activities. The regional significance of this site creates pathway opportunities for community level sport to regional competition.

Wyndham City Response to Essential Services Commission

Based on Australian Bureau of Statistics data for participation and spectator engagement In a population forecast of over 350,000 by 2036 the anticipated population accessing this precinct is:

- The most popular sports attended by people aged 15 years and over in the 12 months prior 2009 were Australian Rules football (16% or 2.8 million), horse racing (11% or 1.9 million) (ABS 2010). Therefore, in a population of 350,000 people the expected reach of these venues for spectator activity is 56,000 persons for Australian Rules football and 38,500 persons for horseracing. Persons under the age of 15 have been incorporated due to the family nature of spectating and both events in Wyndham City
- The ABS (2012) also found almost two thirds (65%) of Australians aged 15 years and over participated in physical activities for recreation, exercise or sport at some time during the 12 months prior to interview in 2011-12. Of these people, over one quarter (27%) participated in organised sport and physical recreation. Of children aged 5-14 years, 60% participated in organised sport outside of school hours during the 12 months ending April 2012
- It is therefore expected that in a population of 350,000 the local population of people actively engage and or playing sport will be 62.5% taking the average of adults and children to a total of 218,750 persons. Hence, in terms of the anticipated service impact:
 - 218,750 sports participants would not have pathways to regional level competition
 - 94,500 people would have reduced access to regional level spectator sport for Australian Rules football and horseracing, and
- It should be noted that the likely service impact could be higher as these figures above do not capture the spectating capacity of basketball, netball, cricket, swimming, badminton, table tennis and volleyball at eagle and the outdoor pool.

W3058 ROAD RECONSTRUCTIONS (VARIOUS)

Wyndham City's reply will be provided as soon as possible.

W3539 ROAD SURFACE RENEWAL PROGRAM

Wyndham City's reply will be provided as soon as possible.

1.3 185E(3)(C) - ENGAGEMENT

- **ESC question:**
- **Please provide copies of the reading material provided to participants in the rate capping community panels?**

Wyndham City reply:

Wyndham City Response to Essential Services Commission

Please find attached the reading material provided to our Rate Capping Community Panels.

- **ESC question:**
- It is noted that the rate capping community panels resulted in recommendations to Council that it consider alternative revenues sources (other than rates), increased borrowings, prioritising or delaying infrastructure. However, at several points in the application it is stated that there is no community support for these options, particularly in relation to delaying capital works and increased borrowings. Please describe the process in which Council took account of these views and explain the basis on which Council concluded that there is no support for these options?

Wyndham city reply:

Council did not mean to give the ESC or others the impression that there was not some initial support for a range of the options discussed by some members of the Rate Capping Community Panels.

As also stated in the application, as well as in the report from the Rate Capping Community Panels that went to the Council included with our application, the overwhelming feedback we received from the panels was that Council should not take any final decisions on these options until the community has the opportunity to consider impacts and consequences of such decisions.

In relation to the specific options referred to in the ESC question above, it should be further noted:

- Council has an obligation to meet borrowing and financial sustainability indicators and ratios set down by the State Government and the Victorian Auditor General's Office hence public opinion is not the only factor that, and Council would need to consider in making decisions regarding borrowing
- We have outlined in great detail the community's views regarding the need to continue to fund capital works projects and have cited a number of data inputs supporting this view such as our Annual Community Surveys, Wyndham 2040

Wyndham City Response to Essential Services Commission

and other data referred to in our application. We stand by our contention that the Rate Capping Community Panel Feedback was consistent with these views.

Notwithstanding the above, as previously confirmed, Council will now have a more thorough process of community engagement to test community support for options moving forward.

1.4 185E(3)(D) - VALUE AND EFFICIENCY

- **ESC question:**
- **How does Council monitor and measure performance in relation to capital works?**

Wyndham City reply:

There are several processes managing & monitoring the delivery of the Capital Works Program.

- (a) An automated reporting system where Project Managers input data and information of the status of their project on a monthly basis
- (b) Information sessions are coordinated by the decentralised Capital Works coordination department to verify the data provided by each project manager and clarify the any concerns on a project by project basis on a monthly basis
- (c) Monthly report and meetings with Managers of Departments responsible for the delivery of Capital Works
- (d) Monthly report to Council Executive with the overall status of the Capital Works Program, trend analysis and forecast mapping measured against the KPI's of expenditure and program
- (e) Quarterly report to Council on the status of the Capital Works Program
- (f) Mid-year review of the Capital Works Program to make any adjustments in order to optimise deliver of the projects and program, and
- (g) KPI benchmark set at 80%+ for the accepted delivery target of the entire Capital Works Program.

- **ESC question:**
- **Please provide any benchmarking and comparative analysis Council has undertaken to assess efficiency and value for money in relation to capital works.**

Wyndham City Response to Essential Services Commission

Wyndham City reply:

The entire Capital Works Program in terms of benchmarking and efficiencies and value for money is met within the strictest guidelines set within procurement legislation set in section 186 of the Local Government Act 1989 and all projects are competitively tested out in the public market.

- **ESC question:**
- Explain briefly the internal process for developing and approving key new capital projects and their inclusion in the capital works plan.

Wyndham City reply:

Council's Long Term Strategic Resource Plan has identified and lists all infrastructure and associated projects in a four and ten year program.

Business case bids are developed for these projects and reviewed on an annual basis as part of Council's annual budget preparation process, in order to justify the project.

An organisation wide evaluation panel evaluates each business case on a set of strict criteria. Projects are then assessed for delivery readiness and links to strategic Wyndham City priorities.

The evaluation panel undertakes a risk assessment on the draft program, previous year results, key areas and resource commitments.

Justification interviews are conducted to further clarify the projects for inclusion of projects in the Capital Program.

The program is then scrutinised by Council's Executive prior to running several budget sessions with Council for endorsement of the Capital Works Program.

- **ESC question:**
- What is Council's method of capital works delivery (in-house or outsourced)?

Wyndham City reply:

Wyndham City Response to Essential Services Commission

Council's method of Capital Works delivery is made up of both in-house delivery and outsourcing. A small percentage of Capital Works delivery is carried out in-house mainly planning, design phase in some areas, and project management in delivery. The majority of design and construction is outsourced.

- **ESC question:**
- Please provide a copy of your tendering and procurement policy.

Wyndham City reply:

See attached Procurement Policy which includes tendering strategies and policies.

1.5 185E(3)(E) - TRADE OFFS AND ALTERNATIVE FUNDING

- **ESC question:**
Did Council consider utilising current financial assets and working capital to fund the \$3 million gap next financial year? Why was this option not pursued?

Wyndham City reply:

Council did consider utilising current financial assets and working capital to fund the \$3 million gap next financial year. A large portion of Council's financial assets are subject to external restrictions that limit the amounts available for discretionary use and working capital.

Council also reviews cash management initiatives as part of an ongoing review of process efficiency and in setting budget assumptions. This includes:

- Review of our standard payment terms and practices
- Debtor management including collection of rates
 - UGZ payment arrangements
 - Hardship policy
 - debt management policies and resources, and
 - Analysis of the level of outstanding debts and the available opportunities.

- **ESC question:**

Wyndham City Response to Essential Services Commission

- Did Council consider delaying, revising the scope of or reprioritising projects within the Capital Works Program, as recommended by the rate capping community panel discussions?

Wyndham City reply:

Council's Capital Works Program is reviewed each year in line with our planning and budgeting processes. The review considers prioritisation of the program based on mandatory/statutory requirements, delivery of in-flight projects, alignment with Council's strategic priorities as well as funding capacity, amongst other operational considerations.

Council has considered delaying, revising/reprioritising capital projects in arriving at the proposed program of work. In order to close the funding gap, Council has identified around \$3million of projects that would be removed if unsuccessful in this application for variation.

- **ESC question:**
- Council claims that it has set a target of \$1.4million in operational savings and efficiencies for 2016/17 to offset the projected revenue gap. However, the table on page 9 of the application indicates that \$900,000 of the \$1.4 is derived from increased revenues. Further, analysis of the budget baseline information and the 2015/16 SRP suggest that there have been significant increases in revenue from statutory fees and fines and from user fees. Please clarify what constitutes the \$1.4million in savings and efficiencies and what additional revenue off-sets Council is proposing to utilise.

Wyndham City reply:

Council has considered a number of options to close the \$4.4 million funding gap through improvements in the operating results. The scenario provided in our submission (page 9) is one view that was presented to our Councillors for consideration. Our submission identified that this revenue and expense mix was subject to change as we progressed through our planning and budgeting process.

Wyndham City Response to Essential Services Commission

Our draft budget targets improvements of around \$270,000 in revenue with the remaining \$1.130 million through reduction in expenses across a number of line items including labour, insurance, and other discretionary expenses.

1.6 185E(3)(F) - LONG TERM PLANNING

- **ESC question:**
- The application states that the Council has ruled out further borrowings but also mentions that it plans to take out an additional \$40 million to be borrowed for capital works associated with the Wyndham West DCP in the next two years that was not previously identified in the SRP. Why was this project brought forward? What percentage of this cost will be recovered through the DCP?

Wyndham City reply:

As noted in the Wyndham West DCP -

“ In order to assist with the timely provision of critical infrastructure items early in the life of the DCP it has been determined that a supplementary finance charge will be applied to the Wyndham West DCP in addition to the nominal Development Infrastructure Levy amounts for each Charge Area.

This finance charge neutralises the cost of borrowed funds required to provide for these critical infrastructure items early in the life of the DCP, at a time when funds for these items have not yet been fully collected for via levies”.

Quite clearly the Wyndham West DCP identifies that critical infrastructure is required to be delivered early in the life of the DCP and this is why borrowings are required.

The intent of the Wyndham West DCP finance charge is to neutralise the cost of borrowings from eroding the DCP. The borrowed funds are paid back by the DCP with the finance charge covering the interest costs.

So the percentage of the cost covered by the DCP is the interest component of the borrowings. Council still has to source (or cash flow) the borrowed funds until such

Wyndham City Response to Essential Services Commission

time as sufficient DCP funds are collected and available to pay back the borrowed funds (and any interest owed on the borrowed funds).

- **ESC question:**
- Please provide the following documents and information (if they exist):
 - long term financial plan (other than SRP)
 - asset management plan(s) and 10 year capital works plan
 - debt policy/strategy

Wyndham City reply:

Find attached copies of the Long Term Financial Plan (LTFP) as well as the Financial Statements that are derived from the modelling of the LTFP. This LTFP informed Council's setting of guiding financial principles at the beginning of the current Council Term. In relation to the debt policy, this LTFP includes principles and strategies concerning debt

We have also attached the 4 Asset Management Plans covering our 4 asset classes.

In relation to the 10 Year Plan – which includes our 10 year Capital Works Plan - we will be submitting further information to you shortly.

1.7 OTHER INFORMATION

This section contains other information that the Commission would like the Council to verify and submit.

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF) – FINANCIAL INDICATORS

- **ESC question:**
- Please complete the tables below. These tables utilise the existing LGPRF financial indicator projections for the next 4 years (or longer if available), and provide updated scenarios based on a) the proposed higher cap, and b) based on the average rate cap of 2.5 per cent. This information will aid in demonstrating the potential impacts to the Council with and without the higher cap.

Wyndham City Response to Essential Services Commission

Wyndham city reply:

See completed tables below.

Council's financial position *without* the proposed higher cap

LGPRF indicator	2014-15 (Actual)	2015-16 (Budget)	2016-17 (Cap Year)	Forecast	
				2017-18	2018-19
Operating position					
Adjusted underlying result (%) (measure 54)	-4%	1.7%	4.3%	5.2%	5.1%
Liquidity					
Working capital ratio (measure 55)	297%	306.8%	274.9%	273.8%	253.8%
Unrestricted cash (%) (measure 56)	37%	39.9%	40.1%	33.0%	17.6%
Obligations					
Loans and borrowings (%) (measure 57)	27%	34.1%	32.6%	34.3%	36.8%
Loans and borrowing repayments (%) (measure 58)	29%	1.3%	1.5%	1.6%	1.7%
Indebtedness (%) (measure 59)	34%	34.5%	28.4%	31.4%	31.2%
Asset renewal (%) (measure 60)	83%	24.3%	29.1%	31.6%	29.6%

Wyndham City Response to Essential Services Commission

Council's financial position *with* the proposed higher cap

LGPRF indicator	Forecast				
	2014-15 (Actual)	2015-16 (Budget)	2016-17 (Cap Year)	2017-18	2018-19
Operating position					
Adjusted underlying result (%) (measure 54)	-4%	1.7%	5.1%	6.1%	6.1%
Liquidity					
Working capital ratio (measure 55)	297%	306.8%	274.9%	279.4%	265.2%
Unrestricted cash (%) (measure 56)	37%	39.9%	39.7%	38.2%	28.5%
Obligations					
Loans and borrowings (%) (measure 57)	27%	34.1%	32.0%	33.6%	36.1%
Loans and borrowing repayments (%) (measure 58)	29%	1.3%	1.5%	1.6%	1.7%
Indebtedness (%) (measure 59)	34%	34.5%	28.1%	31.0%	30.8%
Asset renewal (%) (measure 60)	83%	24.3%	30.0%	31.5%	29.6%

ESSENTIAL SERVICES COMMISSION COUNCIL PROFILE

ESC question:

The Commission requests that the Council review the information collected in the Council profile, to ensure the information is accurate to the best of their knowledge.

Wyndham City reply:

We have reviewed the Council Profile material provided by you and advise that the majority of information aligns with that provided to you by Council. There are a few points of clarification including:

- In the Rates Charts can you please clarify how you've arrived at 2015 numbers as we are not able to reconcile this information
- In the Extended Analysis Income Statements
 - 2010/11 information is showing as zeros – is this intentional?

Wyndham City Response to Essential Services Commission

- For 2011/12 and 2012/13 there is no amount showing for Net gain (loss) on disposal of property thereby impacting the net surplus(deficit) position shown
- In the Balance Sheet similarly no numbers are showing for 2010/11, and
- Trade and other receivables current and non-current data is missing from 2010/11 to 2014/15.

Wyndham City Response to Essential Services Commission

Council Profile

Council

Wyndham

Group

Interface

Background

About

Wyndham is classified as an Interface council and is located on the south-western fringe of Melbourne, with Werribee as its commercial heart. The city features the Western Treatment Plant, and the Laverton and Point Cook air bases, as well as a major horticultural area for Melbourne. The main industries include various types of chemical manufacturing. Wyndham is a designated growth area of Melbourne, and is considered to be one of the fastest growing local governments in Victoria.

Demographics - sourced from ABS data and data from the Victorian Grants Commission

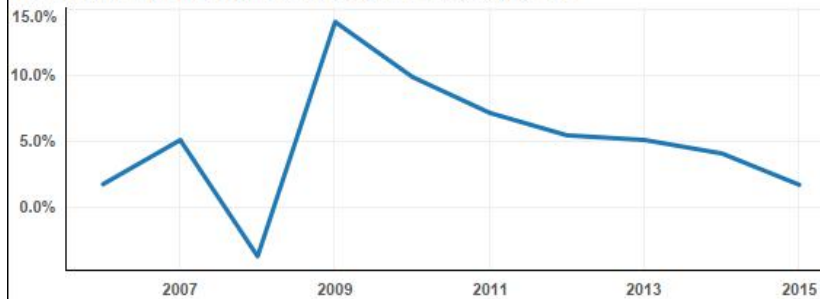
	Council
Area (sq km)	542
Population	199,715
Population Density	368
Length of Roads (km)	1,309

Map



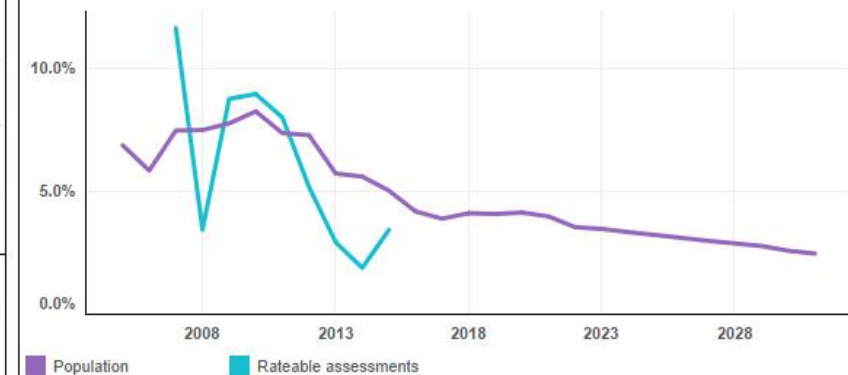
Rates

Percent change in all rates & charges per assessment



Note: 2004-05 to 2013-14 is based on DTPLI Victorian Local Government Indicators data. 2014-15 is based on Victorian Local Government Indicators data where available in the annual report. Where unavailable, 2014-15 figures have been based on VGC data. Average rates and charges per assessment is calculated using different methodologies for Victorian Local Government Indicators data and VGC data.

Percent change in population & rateable assessments - sourced from ABS historical & VIF forecast data



News

Wyndham City Response to Essential Services Commission

Financials

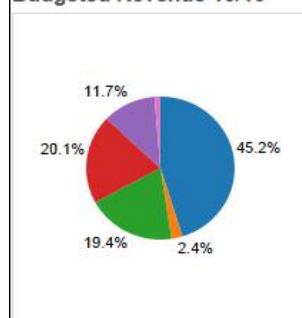
Budgeted Income Statement 2015/16 (\$'000) - sourced from council budget [2015/16] and budget baseline information template

	Council Budget	Council Forecast Actual
Rates & charges	162,717	161,525
Grants	41,913	37,873
Other income	155,028	162,139
Total income	359,658	361,537
Employee costs	108,544	110,425
Materials & services	89,504	90,235
Depreciation & amortisation	64,027	64,412
Other expenses	10,265	10,433
Total expenses	272,340	275,505
Surplus/(deficit)	87,318	

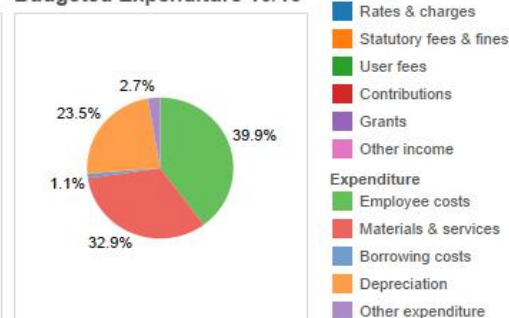
Budgeted Balance Sheet 2015/16 (\$'000) - sourced from council budget [2015/16]

	Council Budget
Financial assets	153,808
Non-financial assets	3,203,129
Other assets	
Total assets	3,356,937
Payables	32,916
Provisions	22,008
Borrowings	55,000
Other liabilities	29,338
Total liabilities	139,262
Total equity	3,217,675

Budgeted Revenue 15/16



Budgeted Expenditure 15/16



Revenue	
■	Rates & charges
■	Statutory fees & fines
■	User fees
■	Contributions
■	Grants
■	Other income
Expenditure	
■	Employee costs
■	Materials & services
■	Borrowing costs
■	Depreciation
■	Other expenditure

Budgeted CAPEX 2015/16 (\$'000) - sourced from council budget [2015/16] and budget baseline information template

	Council Budget	Council Forecast Actual
New asset expenditure	40,370	36,927
Asset renewal expenditure	13,875	16,569
Asset expansion expenditure	2,719	1,960
Asset upgrade expenditure	44,934	40,052
Total capital works expenditure	101,898	95,508

Indicators

VAGO Indicators - sourced from Victorian Auditor General, 'Local Government Results of Audits' reports

	2009/10	2010/11	2011/12	2012/13	2013/14
Underlying result (%)	13.9	13.8	8.6	11.6	8.5
Liquidity Ratio	5.2	4.5	2.6	2.9	1.8
Indebtedness (%)	8.3	6.5	5.6	12.5	11.8
Renewal gap (ratio)	0.4	0.8	0.7	1.1	1.0

Note: green = low risk; orange = medium risk; red = high risk

LGPRF Indicators - sourced from Local Government Victoria

	2014/15	2015/16	2016/17	2017/18	2018/19
Adjusted underlying result (%)	-4.0	4.3	6.5	7.7	9.9
Working capital (%)	296.8	264.0	251.5	256.9	275.4
Unrestricted cash (%)	36.8	29.1	31.3	30.8	41.5
Indebtedness (%)	33.9	33.7	29.5	28.5	25.7
Asset renewal (%)	82.5	23.2	31.9	39.5	32.3
Loans & borrowings (%)	27.0	33.8	31.1	28.5	26.2
Loans & borrowings repayments (%)	28.6	1.6	1.4	1.3	1.2

Wyndham City Response to Essential Services Commission

Extended Analysis

Income Statement

	2010/11	2011/12	2012/13	2013/14	2014/15
Rates & charges	0	115,351	126,726	137,590	148,272
Statutory fees & fines	0	7,482	6,771	6,710	9,150
User fees	0	37,710	52,299	54,133	55,644
Grants - operating	0	0	0	27,137	40,790
Grants - capital	0	0	0	5,746	10,331
Contributions - monetary	0	0	0	10,745	13,453
Contributions - non monetary	0	0	0	55,781	89,136
Net gain/(loss) on disposal of prope..	0	0	0	-5,741	-26,299
Fair value adjustments for investme..	0	0	0	0	0
Share of net profits/(losses) of asso..	0	0	0	0	0
Other income	0	155,141	127,765	5,618	5,411
Total income	0	315,684	313,561	297,719	345,888
Employee costs	0	81,011	80,531	85,693	95,496
Materials & services	0	60,418	66,336	80,045	84,662
Depreciation & amortisation	0	44,944	49,486	50,425	61,343
Borrowing costs	0	359	204	1,396	2,058
Bad & doubtful debts	0	0	0	812	277
Other expenses	0	2,207	10,991	2,419	2,789
Total expenses	0	188,939	207,548	220,790	246,625
Surplus/(deficit) for the year	0	126,745	106,013	76,929	99,263

	2015/16	2016/17	2017/18	2018/19
Rates & charges	162,717	177,034	192,833	209,953
Statutory fees & fines	8,552	9,188	9,808	10,445
User fees	69,913	73,910	87,865	104,861
Grants - operating	34,647	36,908	39,399	41,956
Grants - capital	7,266	3,823	3,113	4,256
Contributions - monetary	13,123	13,982	17,028	26,770
Contributions - non monetary	59,000	61,000	63,000	66,000
Net gain/(loss) on disposal of prope..	0	0	0	0
Fair value adjustments for investme..	0	0	0	0
Share of net profits/(losses) of asso..	0	0	0	0
Other income	4,440	4,632	4,833	5,629
Total income	359,658	380,477	417,879	469,870
Employee costs	108,544	113,869	124,279	135,897
Materials & services	89,504	94,637	103,494	115,173
Depreciation & amortisation	64,027	66,525	74,277	77,624
Borrowing costs	2,885	2,926	2,778	2,919
Bad & doubtful debts	100	100	100	100
Other expenses	7,280	7,480	7,612	7,747
Total expenses	272,340	285,537	312,540	339,460
Surplus/(deficit) for the year	87,318	94,940	105,339	130,410

Wyndham City Response to Essential Services Commission

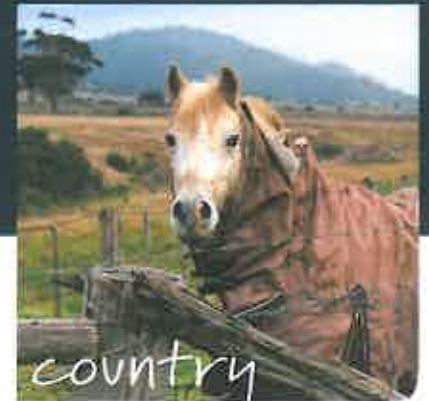
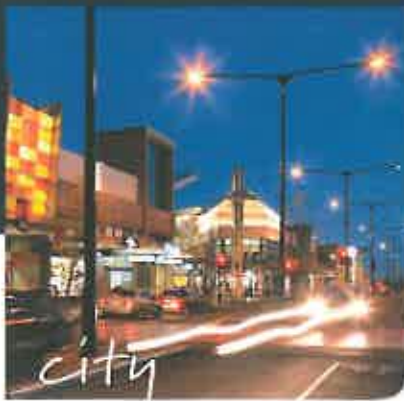
Balance Sheet

Annual Report Balance Sheet (\$'000) - sourced from council annual reports					
	2010/11	2011/12	2012/13	2013/14	2014/15
Cash & cash equivalents - C	0	121,525	88,060	37,675	32,274
Trade & other receivables - C					
Other financial assets - C	0	0	0	91,346	85,404
Inventories - C	0	222	221	123	140
Non-current assets classified as hel..	0	3,605	27	23	23
Other assets - C	0	0	0	1,900	3,210
Other current assets - C	0	1,010	849	0	0
Trade and other receivables - NC					
Investments in associates & joint v..	0	0	0	0	0
Property, infrastructure, plant & eq..	0	2,089,804	2,193,806	2,758,765	2,877,792
Investment property - NC	0	0	0	0	0
Intangible assets - NC	0	2,477	12,290	15,758	7,193
Other non-current assets - NC	0	0	0	0	0
Total assets	0	2,242,483	2,327,339	2,935,765	3,038,376
Trade & other payables - C	0	39,518	21,866	25,946	27,967
Trust funds & deposits - NC	0	5,526	5,558	8,562	7,904
Provisions - C	0	11,093	13,414	14,637	15,237
Interest-bearing loans and borrowin..	0	577	620	40,321	0
Other current liabilities - C	0	0	0	0	0
Provisions - NC	0	2,280	2,821	23,325	25,137
Interest-bearing loans and borrowin..	0	782	162	0	40,000
Other non-current liabilities - NC	0	5,507	19,925	0	0
Total liabilities	0	65,283	64,366	112,791	116,245
Reserves	0	950,906	925,153	1,414,342	1,421,933
Other equity	0	1,226,294	1,337,820	1,408,630	1,500,197
Total equity	0	2,177,200	2,262,973	2,822,972	2,922,130

Budgeted Balance Sheet (\$'000) - sourced from council budget [2015/16] and SRP [2015/16 to 2018/19]				
	2015/16	2016/17	2017/18	2018/19
Cash & cash equivalents - C	12,622	12,401	13,672	16,179
Trade & other receivables - C	36,863	39,427	45,316	53,889
Other financial assets - C	102,127	100,338	110,616	130,904
Inventories - C	141	149	162	181
Non-current assets classified as hel..	23	23	23	23
Other assets - C	810	856	937	1,042
Other current assets - C	0	0	0	0
Trade and other receivables - NC	2,196	2,328	2,751	3,407
Investments in associates & joint ve..	0	0	0	0
Property, infrastructure, plant & equi..	3,180,374	3,277,305	3,607,199	3,768,378
Investment property - NC	0	0	0	0
Intangible assets - NC	21,781	17,499	28,747	21,718
Other non-current assets - NC	0	0	0	0
Total assets	3,356,937	3,450,326	3,809,423	3,995,721
Trade & other payables - C	32,916	34,759	37,939	42,123
Trust funds & deposits - C	6,895	7,281	7,948	8,824
Provisions - C	17,991	18,865	20,574	22,481
Interest-bearing loans and borrowin..	0	0	0	0
Other current liabilities - C	0	0	0	0
Provisions - NC	4,017	4,214	4,600	5,030
Interest-bearing loans and borrowin..	55,000	55,000	55,000	55,000
Other non-current liabilities - NC	22,443	17,590	23,399	23,761
Total liabilities	139,262	137,709	149,460	157,219
Reserves	1,627,325	1,625,522	1,870,520	1,928,557
Other equity	1,590,350	1,687,093	1,789,444	1,909,946
Total equity	3,217,675	3,312,615	3,659,964	3,838,503

MAY 2015

a snapshot of Wyndham...



ABOUT WYNDHAM

The City of Wyndham is located on the western edge of Melbourne, between the metropolitan area and Geelong. Wyndham covers an area of 542km² and features 27.4 km of coastline bordering Port Phillip to the east. The municipality is situated in one of Australia's most productive regions, part of the largest area of rich basalt soils on the continent. Wyndham is adjacent to the municipalities of Greater Geelong, Moorabool, Melton, Brimbank and Hobson's Bay.

WHO IS MOVING HERE?

204 NEW RESIDENTS A WEEK.¹

- Wyndham's population grew by 10,604 persons from 2013 to 2014.¹ This is expected to increase to an average 8,727 people per year by 2036.²



WYNDHAM'S GROWTH

WYNDHAM IS THE FASTEST GROWING MUNICIPALITY IN VICTORIA, BOTH BY NUMBER (+10,604) AND PERCENTAGE (5.6%) - (2013-2014).¹

- The population of the City of Wyndham is 199,715 (as at June 2014).



The forecasts for the City of Wyndham for 2036 are:
Population 384,275²
Households 132,919²

There are 11 babies born each day in Wyndham (based on 2014 birth records).³



HEALTH AND WELLBEING⁴



40.1% OF PEOPLE IN WYNDHAM SELF-REPORT HAVING EXCELLENT OR VERY GOOD HEALTH.

- 37.8% of persons meet the guidelines for fruit intake in Wyndham.
- 58.0% reported sufficient times and sessions of physical activity within the local area.
- 53.9% of people are overweight or obese in Wyndham.

HOW OLD ARE WE?

WYNDHAM IS EXPERIENCING GROWTH ACROSS ALL AGE GROUPS

- The largest age group is 35 to 49 years, with a population of 46,807 people. This is followed by 25 to 34 years with 36,646 persons.²
- In 2014, there was a record 4,120 births in Wyndham.³
- Between 2011 and 2036, the age structure forecasts indicate a 133% increase in population of retirement age.²



HOW DO WE GET AROUND?⁵

THE MAJORITY OF RESIDENTS TRAVEL TO WORK BY CAR (66%) WHILE ONLY 12% TRAVEL BY TRAIN OR BUS.

- 11% of people travel to work by train, while 1% travel to work by bus.
- 6% of residents car pooled to work – travelled to work as passenger.
- 73% of Wyndham residents own one or two cars.
- 248 residents cycled to work while 836 residents walked to work.⁵

EDUCATION⁵



25% OF WYNDHAM'S POPULATION ATTEND AN EDUCATIONAL INSTITUTION.

45% of Wyndham residents aged 15 years and over hold no post schooling qualifications.

18% of Wyndham residents aged 15 years and over hold vocational qualifications.

19% of Wyndham residents aged 15 years or over hold bachelor, higher degree or higher qualifications.



12.1% of Wyndham residents aged over 15 years volunteer

WYNDHAM'S DIVERSITY⁵

25% OF PEOPLE IN WYNDHAM COME FROM COUNTRIES WHERE ENGLISH IS NOT THEIR MAIN LANGUAGE.

- 34% of the population were born overseas.
- The top five countries of birth of Wyndham residents (other than Australia) in 2011 were India, United Kingdom, New Zealand, Philippines and China.

WYNDHAM'S FIRST PEOPLES

- Wyndham is home to the largest population in the western metro Melbourne area of Aboriginal and Torres Strait Islander people.
- Over a quarter (25.9%) of Wyndham residents speak English as a second language.

WYNDHAM HOUSEHOLDS

56.4% OF WYNDHAM HOUSEHOLDS ARE FAMILY HOUSEHOLDS.²

- The average household size is 2.92 people.²
- There are approximately 68,213 households in Wyndham.²



Couple family – 42%



Single parent families – 12%



Couples – 24%



Lone person – 17%



50.5% of households have a mortgage.⁵

The median weekly household income is \$1,424.⁵

EMPLOYMENT IN WYNDHAM⁵

MORE THAN HALF OF RESIDENTS WORK IN WYNDHAM.

There are 82,431 people in Wyndham in the labour force.

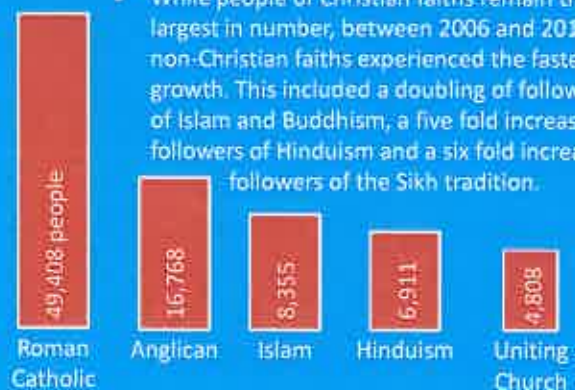
- There are 42,953 jobs in Wyndham, which equates to approximately one job for every 1.9 workers.
- 53.4% of jobs in Wyndham are held by residents.
- The main industry sectors in which residents work are Manufacturing followed by Retail Trade, Health Care and Social Assistance, Transport, Postal and Warehousing.



RELIGION IN WYNDHAM⁵

26 RELIGIONS ARE REPRESENTED IN WYNDHAM

- 72% of Wyndham's population follow a faith.
- While people of Christian faiths remain the largest in number, between 2006 and 2011 the non-Christian faiths experienced the fastest growth. This included a doubling of followers of Islam and Buddhism; a five fold increase in followers of Hinduism and a six fold increase in followers of the Sikh tradition.



Our History...

Local Government in the Werribee district dates back from the early 1860's

Back then, as now, roads and services were a major responsibility of Local Government. In the 1860's the Shire Council was busy acquiring land for the purpose of building roads within the Shire.

In 1866, the first subdivision of municipal ridings (wards) took place. The newly formed Wyndham Shire Council obtained a growth Grant for a Shire hall reserve and the first Shire Offices were completed in the early part of 1868. Prior to the completion of this building, the Shire Council meetings were held in Armstrong's Inn.

Wyndham was not popular as a place-name, as the local people felt that it gave no indication as to the locality of the township. Pressure was brought to bear and it was on 17th January 1884 that the Governor declared that the township of Wyndham would be known as the township of Werribee.

The name Werribee is derived from the Aboriginal word for backbone or spine, which describes the way the river carved a valley through the treeless plain. Council continued to use the name Werribee until 16 December 1909 when the Government officially declared that they municipal area was to be re-named the Shire of Werribee.

The Shire of Werribee experienced slow growth until the mid 1960's when residential subdivision opened up land that had, until that time, been used for grazing. These new housing areas were instantly popular for new homeowners and official statistics showed that during 1966 the Shire of Werribee experienced the most rapid population growth in Victoria.

Development in housing and industry continued to grow at a steady pace with approximately 5,000 people moving to the area per year.

On 20 March 1987, with a population of 58,000, the municipality was officially proclaimed to be the City of Werribee.

On 15 December 1994, under orders made by the Governor-in-Council, Wyndham City Council was constituted as a new Council and the City of Werribee ceased to exist.

The changing face of Wyndham City was revealed as the Australia Bureau of Statistics released the first results of the 2011 Census of Population and Housing in June 2012, the results showed that the population for Wyndham City was 161,577, up from 112,696 in 2006.

Wyndham City is now promoted as a municipality that has everything...

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The Council...

Mayor & Councillors

Wyndham City is divided into three Wards. Prior to the October 2012 council elections each of these wards were represented by three Councillors. Due to the growth of the municipality, the number of councillors increased from 9 to 11 in October 2012.

The **Chaffey** Ward was named after the Chaffey Brothers who were pioneer irrigators and built and lived in "Quantin Binnah". It is situated in the centre of the municipality. Chaffey comprises part of the suburbs of Werribee and Hoppers Crossing and is primarily residential in nature.

The Werribee Plaza, Wyndham Leisure and Events Centre, Youth Resource Centre and Riverbend Historical Park are located within the Chaffey Ward

The **Iramoo** Ward is the Aboriginal name for the plains of Wyndham. Physically, the largest ward of the three, it is situated in the south-western corner of the municipality. It incorporates the rural areas of Little River and Eynesbury and residential areas of Wyndham Vale, Werribee and Werribee South.

The ward is predominantly rural in character and incorporates the agricultural precinct of Werribee South. It is home to the Werribee CBD, Point Cook RAAF Base, Point Cook Homestead, Werribee Park Mansion and Open Range Zoo and the Western Treatment Plant.

The **Harrison** Ward is situated in the north-eastern corner of the municipality. It incorporates industrial precincts in Laverton and Laverton North, commercial and residential areas in Hoppers Crossing and residential and rural areas in Truganina, Tarneit and Mount Cottrell.

The rapidly expanding suburb of Point Cook and future residential area of Williams Landing are also located in Harrison. The ward is home to the West Point Business Park and Port Phillip Prison.

Formally known as the Truganina Ward, Harrison was originally named after the parish of Truganina which is an original part of Wyndham and is believed to have been named after the Tasmanian Aboriginal woman who had the same name. Like Chaffey, Harrison is represented by 4 councillors

Meet your Councillors 2015/2016



CHAFFEY WARD



Cr Gautam Gupta (Acting Mayor)
M: 0413 211 534
E: gautam.gupta@wyndham.vic.gov.au

HARRISON WARD



Cr Adele Hegedich (Mayor)
M: 0404 293 470
E: adele.hegedich@wyndham.vic.gov.au

IRAMOO WARD



Cr Peter Maynard
M: 0412 382 069
E: peter.maynard@wyndham.vic.gov.au



Cr Michele Wharrie
M: 0447 649 711
E: michele.wharrie@wyndham.vic.gov.au



Cr Intaj Khan
M: 0408 564 439
E: intaj.khan@wyndham.vic.gov.au



Cr Heather Marcus
M: 0400 533 371
E: heather.marcus@wyndham.vic.gov.au



Cr John Gibbons
M: 0428 995 849
E: john.gibbons@wyndham.vic.gov.au



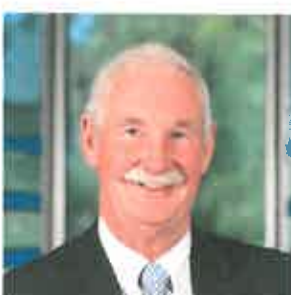
Cr Glenn Goodfellow
M: 0429 959 941
E: glenn.goodfellow@wyndham.vic.gov.au



Cr Peter Gibbons
M: 0407 153 224
E: peter.gibbons@wyndham.vic.gov.au



Cr Marie Brittan
M: 0408 303 163
E: marie.brittan@wyndham.vic.gov.au



Cr Bob Fairclough
M: 0409 408 449
E: bob.fairclough@wyndham.vic.gov.au

What is the function of a Council?

The function of a Council includes:

1. Advocating and promoting proposals which are in the best interest of the local community.
2. Planning for and providing services and facilities for the local community
3. Providing and maintaining infrastructure in the municipal district
4. Undertaking strategic and land use planning for the municipal district
5. Raising revenue to enable the Council to perform its functions
6. Making and enforcing local laws
7. Exercising, performing and discharging the duties, functions and powers of Council under this Act and other Acts

Council Elections

Council elections are held every four years. The Mayor is elected at a Special Meeting of Council in October each year. The Mayor is the Chairperson at all Ordinary Meetings of Council. At which he/she is present, and acts as a leadership focus for the Council and the Wyndham community.

Unlike the State and Federal Members of Parliament, Councillors are not paid a salary, but receive an allowance which is set by the Governor-in-Council.

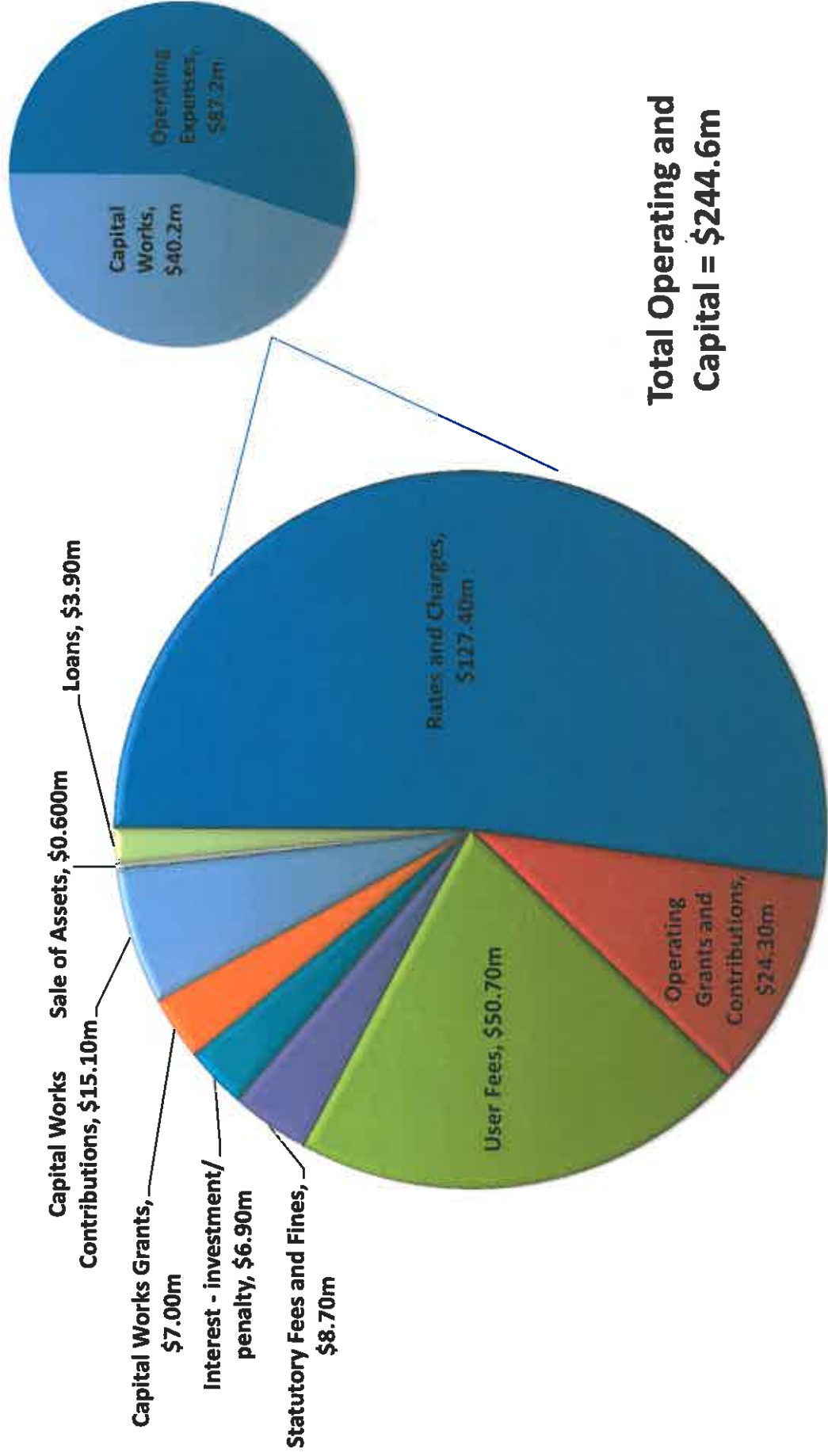
Council Meetings

Ordinary Meetings of Council are held monthly on Mondays, commencing at 7pm, in the Council Chambers. Council meetings are open to the public. Residents, staff and interested persons are welcome to attend.

Forum meetings are held fortnightly on alternative Mondays from 7pm. These meetings are closed informal meeting, having no formal decision making power. At these meetings Councillors are briefed on specific items and provide an opportunity for information exchange between Councillors and Officers and preliminary discussion on a wide range of Council and community issues.

Officers' Reports for Ordinary Council Meeting and Forum Meeting need to be forwarded to the responsible Director by midday on Wednesday. The draft Agenda is circulated to the Executive and Councillors on the Friday before the Ordinary Council Meeting and is available for the public via the Councils website on the day of the meeting.

What are the sources of revenue?

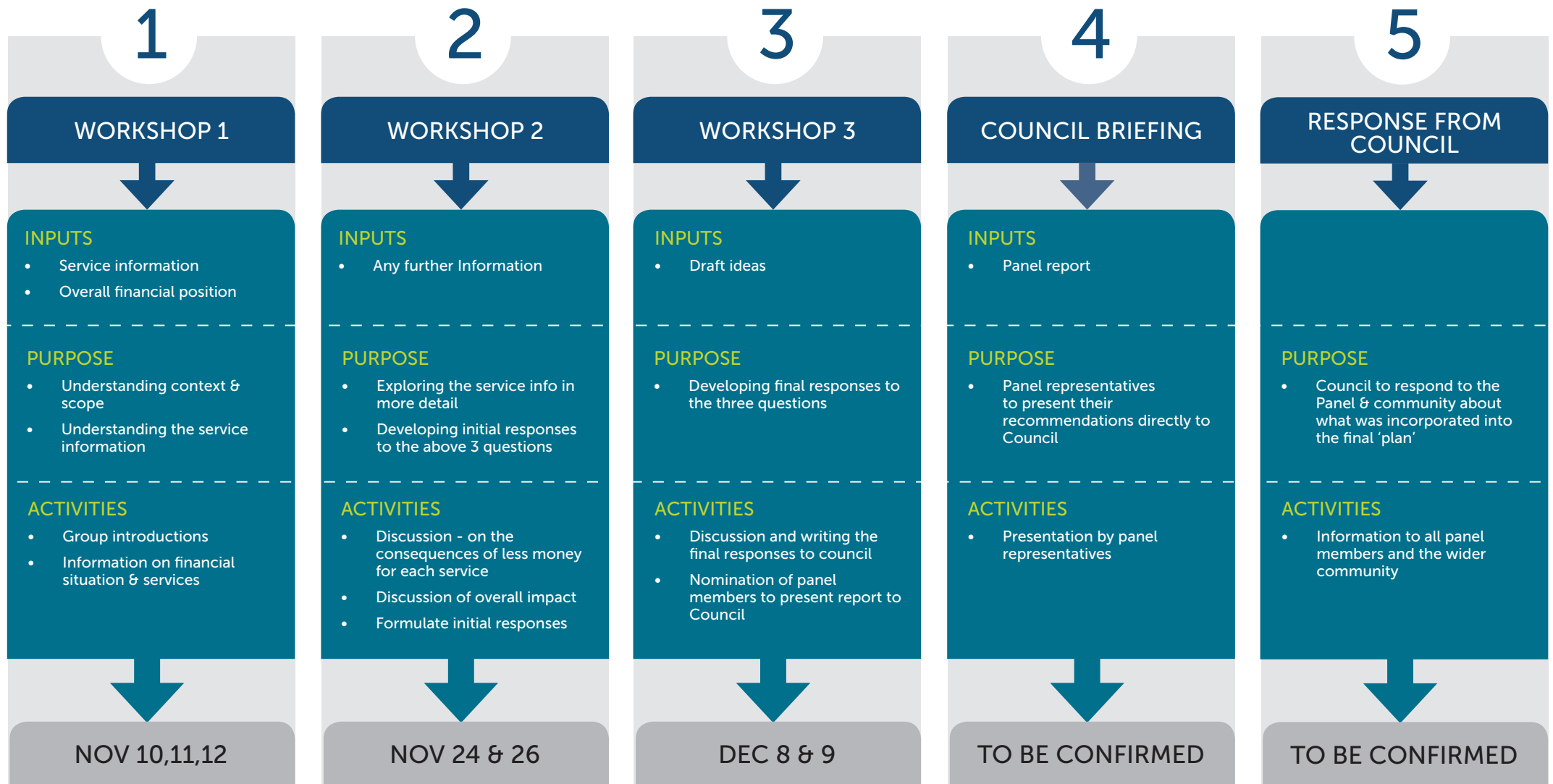


Total Operating and Capital = \$244.6m

COMMUNITY PANEL ROAD MAP

The Community Panel is tasked providing advice to Council on how it should prioritise funding for services and projects within the current financial situation. The key questions being asked of the community panels are:

1. *What services do you most value that we must continue to provide?*
2. *If we have less money (due to the rate capping), what services would you be willing to cut or reduce?*
3. *If you don't wish to reduce services, what level or rates are you willing to pay?*





\$1.02m

(Expenditure \$1.02m - Income \$0.00m)

Advocacy

Council lobbies State and Federal Governments to increase or maintain funding for services that Council delivers and to fund services and infrastructure that are State and Federal Government responsibilities and are important to current and future residents such as hospitals, schools, roads and public transport.

An example of a recent advocacy campaign that Council led in partnership with the community is the Get Wyndham Moving campaign. Council also seeks and applies for grants to deliver local programs and services.

Capital Works
\$0.33m





\$5.61m

(Expenditure \$13.59m - Income \$7.98m)

Aged & Disability

Council provides services for seniors and people with a disability. These include:

- support services to people in their homes (like delivered meals, personal care and domestic assistance)
- social programs and events (activities in a centre, the Seniors Festival)
- provision of respite for carers

In addition to direct service provision to these groups, Council also:

- plans for future needs
- advocates for better access and inclusion and the voices of these groups to be heard at different forums
- works with other service providers to cater for local needs.

Capital Works

\$0.12m



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\$0.59m

(Expenditure \$2.00m - Income \$1.40m)

Building

The building service is responsible for ensuring the safety of buildings and holding records of new building works within the municipality.

This includes houses, commercial buildings, pools and sheds. This area responds to complaints about building works (including extensions). These are things we are required to do under legislation.

In addition Council provides a building permit and inspection service across Wyndham and further afield for new buildings and extensions. This operates like a private business, generating revenue.





\$0.71m

(Expenditure \$0.82m - Income \$0.11m)

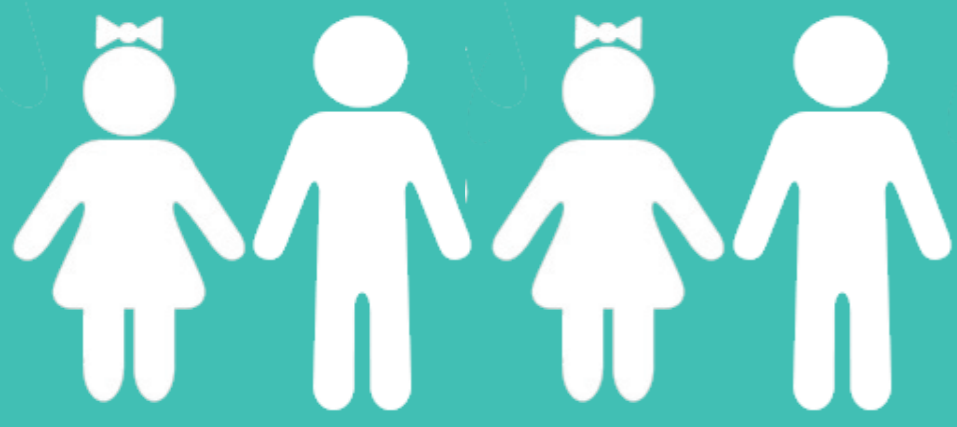
Business Development

Council works with existing and prospective local businesses:

- providing expert advice and information
- Attracting new investment and business
- Facilitating business development programs and investment opportunities
- Facilitating investment in education (infrastructure and training programs)



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\$6.41m

(Expenditure \$22.63m - Income \$16.21m)

Children & Families

Council offers services for children and their families including:

- maternal and child health services
- support services (eg breast feeding and new parent groups)
- occasional childcare
- playgroup support & provision
- kindergarten (3 and 4 year old)
- Events (Children's Week Picnic)

In addition Council works with the community, other service providers and levels of government to improve the health, development, learning and wellbeing of children and alignment of local services with local needs

Capital Works
\$1.20m





\$1.15m

(Expenditure \$1.15m - Income \$0.00m)

Civic Participation

Council has 11 elected citizens - our Councillors - who are elected by residents for a four year term.

Councillors work with the community and its Administration (Council staff) to set Council's strategic direction.

Opportunities to participate include through voting, running for Council and participating in district advisory committees, portfolio committees and neighbourhood listening posts.





\$4.21m

(Expenditure \$4.42m - Income \$0.22m)

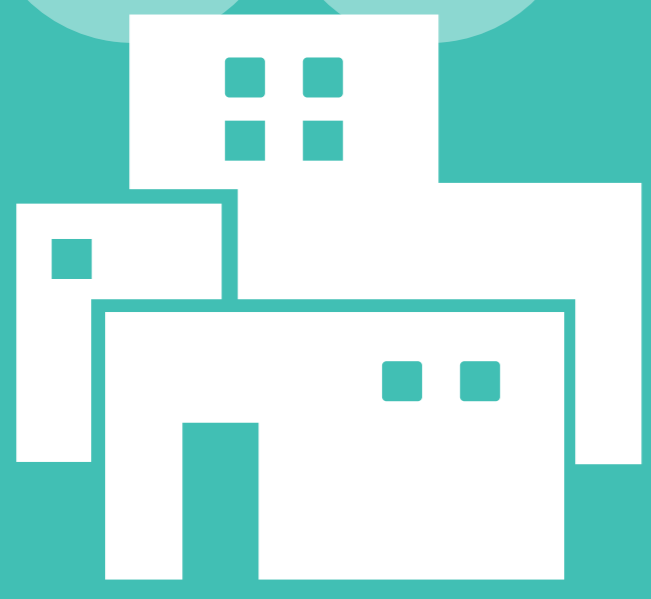
Connecting Communities

Council offers services to help build local connections between people and make sure our community is inclusive of everyone.

Services include: providing opportunities for community members to get actively involved in their community through volunteering, grants and leadership programs; supporting community events; running “know your neighbourhood” and conversational English classes for newly arrived communities; and programs that support reconciliation between Aboriginal and non-Aboriginal people; and raising awareness around housing vulnerability and affordability issues.

Council also works in partnership with community organisations to support the delivery of services and programs.





\$7.97m

(Expenditure \$9.16m - Income \$1.19m)

Community Centres, Facilities & Venues

Council provides multi-purpose community facilities. Council plans for, builds and maintains these in response to growth and community need.

Community centres provide affordable services and programs to meet the needs of individuals and families in the local area. Centres are a hub for people to connect, gain information, participate and contribute to their local community. They allow Council to outreach services from the Civic Centre to their local area, especially through Council's mini town hall initiative which is currently being developed. Some community centres are managed by incorporate associations (not Council staff).

Capital Works
\$5.96m





\$0.58m

(Expenditure \$1.97m - Income \$1.39m)

Community Health & Wellbeing

Council has a key role in improving the health and wellbeing of its residents. Services include providing health promotion initiatives – such as working with local schools, childcare centres, kindergartens and workplaces to make them healthier places, promoting local options for getting active and providing resources and projects to increase healthy eating.

Council works in partnership with Government and other health service providers and organisations to ensure availability and access to health services. Council also provides an immunisation service for new babies, children and young people.



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\$3.20m

(Expenditure \$4.91m - Income \$1.71m)

Community Safety & Emergency Management

Council provides services in the community safety area. Including:

- registering and inspecting commercial premises (food, accommodation and beauty);
- emergency management and assistance in the case of a local emergency (eg heat waves or natural disaster);
- managing school crossings and road safety initiatives ;
- provision of public lighting;
- crime prevention projects and planning;
- working in partnership with the community, government and key organisations to respond to significant issues such as preventing family violence.



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\$2.09m

(Expenditure \$2.23m - Income \$0.14m)

Environment Protection

Council undertakes activities in sustainability and environment protection including - the revegetation of waterways, waste education, local projects and initiatives (such as composting, water saving) as well as planning for climate change, water and biodiversity and providing advice in relation to environmental impacts throughout the municipality.

Capital Works
\$3.44m



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\$3.51m*

(Expenditure \$28.42m - Income \$24.91m)

Garbage, Waste & Recycling

Council provides garbage, recycling and optional garden waste collection services to all houses in Wyndham.

In addition Council:

- provides education
- manages dumped rubbish and building sites litter
- maintains bins in public places
- removes graffiti from Council and private properties

* Refuse Disposal Facility (Tip) is excluded, details below:

\$16.72m

Capital Works - \$8.79m





\$2.93m

(Expenditure \$4.15m - Income \$1.21m)

Growth Planning & Management

As a designated Growth Area of metropolitan Melbourne, accommodating approximately 3000 new households per annum, Council has a substantial role in managing growth.

This includes structure planning for new communities, service connections and assets for new developments, development contribution plans (where developers contribute funds to infrastructure), sub-division approvals, as well as providing advice to Council on strategic implications for development applications.

In addition, Council works with and advocates to the State Government that lead growth planning.

Capital Works

\$0.45m





\$7.43m

(Expenditure \$8.88m - Income \$1.45m)

Libraries

There are five libraries across Wyndham: The Plaza, Werribee, Point Cook, Wyndham Vale and Tarneit. Libraries provide services across all branches including:

- Information and borrowing services
 - Access to PC's and the internet
 - Programs and events for every life stage (from rhyme time for parents and children to IT classes).
 - study and collaborative working spaces at each branch
- All programs offered have a literacy and numeracy focus.

Capital Works

\$3.13m





\$0.19m Surplus

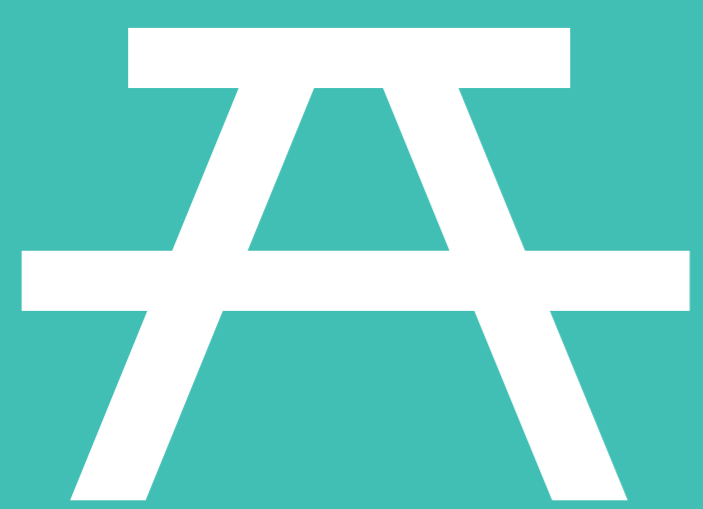
(Expenditure \$1.25m - Income \$1.44m)

Parking

Council plans and provides parking in public spaces in Wyndham. Council is also responsible for managing supply and demand which includes applying parking limits and enforcing these.

Capital Works
\$1.64m





\$17.76m

(Expenditure \$19.02m - Income \$1.26m)

Parks & Open Spaces

Council plans and builds new parks (including playgrounds and open spaces) and maintains them (including gardening, mowing, replacement of damaged equipment)

Capital Works
\$17.61m





\$0.16m

(Expenditure \$1.63m - Income \$1.47m)

Pets & Animals

Council is responsible for the management of dogs and cats in the community. This is achieved through pet registrations, education programs, investigation of animal nuisance and attacks, making of local laws and includes the operation of a local pound.





\$3.70m

(Expenditure \$15.35m - Income \$11.65m)

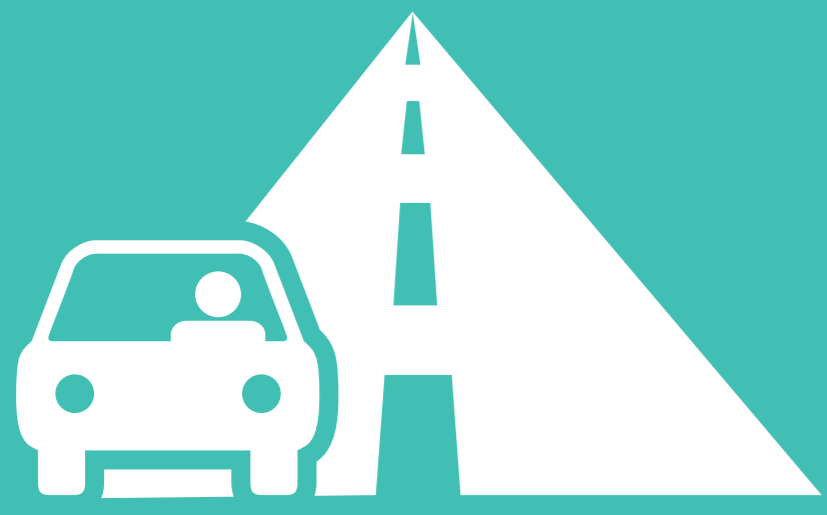
Recreation & Sports Facilities

Council provides sport and recreational facilities including sporting complexes (such as Eagle Stadium and Aqua Pulse) as well as sporting fields and ovals.

Council is responsible for the planning, construction and maintenance of these facilities. Council manages the ongoing operations and activation of some of these spaces, while some others are managed by incorporate associations (not Council staff) under a contract with Council.

Capital Works
\$26.15m





\$11.84m

(Expenditure \$15.63m - Income \$3.78m)

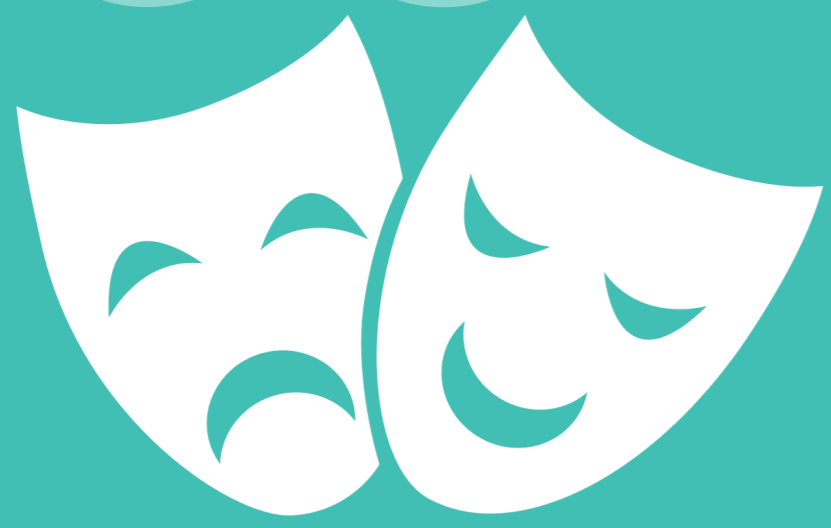
Roads & Transport

Council is responsible for the planning, construction and maintenance of local roads and paths (State Government is responsible for major arterial roads and freeways). In addition to the actual pavement Council is also responsible for signs, local area traffic management, roadside vegetation, drains and kerbs.

Council also plays a role in advocating to State Government for improved transport (including public transport) for local residents.

Capital Works
\$26.86m





\$1.75m

(Expenditure \$2.28m - Income \$0.53m)

The Arts

Council is responsible for activities in the arts and cultural development area including managing galleries, public art, supporting local artists through mentoring and professional development as well as local art projects and programs.

Council also brokers partnerships with established arts organisations to bring new arts experiences and opportunities to Wyndham.

Council runs the Wyndham Cultural Centre bringing a range of events and performances to our community. All of these activities help to grow Wyndham's reputation as a cultural destination that embraces and celebrates its diversity; these activities also promote economic development through growing the local creative industry.

Capital Works
\$0.55m



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\$0.73m

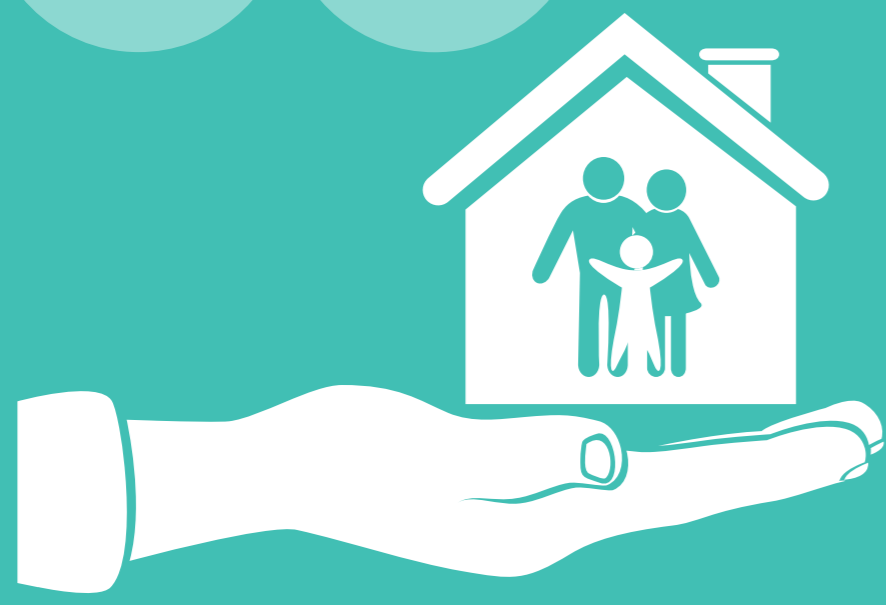
(Expenditure \$1.94m - Income \$1.21m)

Tourism & Major Events

Council plays an active role in promoting Wyndham as a place to visit. Once visitors arrive, Council provides tourist information including operating a visitor information centre. Major events are delivered by Council with a key objective being the attraction of visitors to the City.

Capital Works
\$0.17m





\$0.48m

(Expenditure \$0.78m - Income \$0.30m)

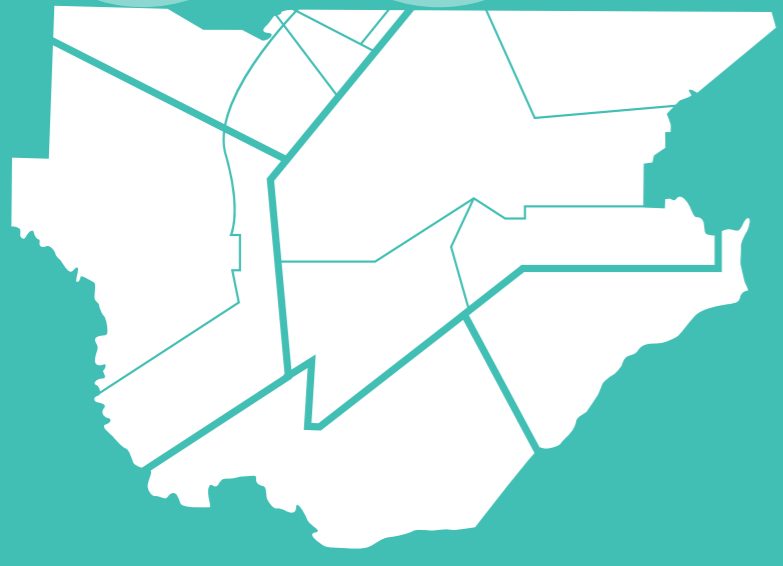
Town Centre Activation

Council has a focus on activating our town centres to create safe and vibrant hubs for the community and local businesses, with a major focus on Werribee. This includes planning the layout of the space as well as working with existing and potential businesses and creating an environment that is conducive to new commercial and retail investment.

Capital Works
\$0.50m



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\$2.73m

(Expenditure \$3.91m - Income \$1.19m)

Town Planning

Council is responsible for administering and enforcing the Wyndham Planning Scheme.

Town Planning services include considering planning permit applications, application of zones and overlays to land, subdivision proposals, providing planning information and the development of strategies and policies to support planning decisions, as well as ensuring compliance with the Wyndham Planning Scheme.





\$3.65m

(Expenditure \$3.77m - Income \$0.12m)

Trees

Council is responsible for trees in public places - including on the roadside and in parks.



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\$3.58m

(Expenditure \$3.95m - Income \$0.36m)

Young People

Council provides a range of services to young people including:

- social programs and events - including holiday programs, arts programs, volunteering, life skills and leadership development programs
- personal development programs and support services (counselling and mentoring)
- Services are provided in all Wyndham suburbs from 2 dedicated youth facilities

In addition to direct service provision Council also:

- plans for future needs
- advocates for improved services and for the voices of young people to be heard in decision making forums.



Service Data and Funding Impacts

Parks & Open Spaces

Maintenance Requirements

The Parks and Open Space area maintains Wyndham's parks and gardens. Below is an overview of the breadth of service delivery required by this service:

- Conservation Space – 760,000 m²
- Open Space including road medians etc. – 1,500,000 m²
- Sporting Fields – 86
- Playgrounds – 192
- BBQs – 120
- Hard Surface Sports Areas (eg. Tennis courts)– 30
- Kinders and Community Centre – 60
- Park Furniture – 60,000 items
- Garden Beds – 700,000 m²
- Graffiti removal from open space: 2500 m²

Impact of a Material Budget Reduction

The maintenance of any space carries a number of public liability implications, therefore service reductions could only occur in certain areas. For example, sporting fields must be maintained to a regulated standard to ensure sport can be played safely. A reduction in the maintenance of parks and open space would largely affect the amenity of the City, with reduced maintenance of garden beds, grassed areas, tree watering as well as litter and graffiti removal.

Roads and transport

Service Overview

The Roads and Transport area looks after the construction of new local roads, re-sheeting of existing local roads and planning for future traffic and transport needs.

Impact of a Material Budget Reduction

A budget reduction in this area would have a direct impact on the number of roads that could be constructed or re-sheeted. The impact of reducing expenditure on the re-sheeting program is that missed re-sheets could require a full reconstruction which is far more costly. Poorly maintained road will also impact on the serviceability of the network.

Major road constructions and upgrades are driven by traffic volumes and safety issues, therefore any reduction in funding in this area would impact on the number of roads that could be upgraded each year.

Community Facilities and Venues

Service Usage Data

Council currently manages six (6) Community Centres of the 12 Community Centres in Wyndham. Service usage data provided here relates to these Centres only. Community centres managed by Council are generally in the more recently established areas with 2 located in Wyndham Central, 3 in Wyndham East and 1 in Wyndham West.

Number of visits to Community Centres

District	Monthly	Annually
Central	6,783	81,396
East	13,091	157,092
West	3,374	40,488
TOTAL	23,248	278,976

Number of programs / community activities at Community Centres

District	Monthly	Annually
Central	267	3,204
East	604	7,248
West	174	2,088
TOTAL	1,045	12,540

Impact of a Material Budget Reduction

Reduced spend in this area would impact on the number of programs and activities offered at community centres, therefore reducing the level of service/interaction with the community. It is likely that facilities would not be maintained to the current standard and resources would not be available to ensure alignment of programs with community priorities or needs.

Libraries

Service Usage Data

- **822,786** visits to a Wyndham Library branch
- **99,057** individual bookings on a computer
- **1,555,996** items borrowed
- **63,081** people participated in a library program

Impact of a Material Budget Reduction

A reduction in funding to Library Services would impact on the quality of the library collection (which could see waiting times etc. for popular stocks), less availability of public computers and a reduction in the number of programs offered at library branches. Opening hours of the libraries could also be impacted.

Aged and disability

Service Usage Data

Service Category	Number of Clients
Assessment	3,099
Meals	855
Property Maintenance	777
Domestic Assistance	5,234
Personal Care	1,429
Respite	956
Planned Activity Groups	621
Lunch with Bunch	105
Community Transport	378
1 to 1 Transport	140

Impact of a Material Budget Reduction

The majority of costs in the Department are related to staffing, therefore a reduction in funding would reduce the number of staff available to perform services. Another major cost to this Department is the cost of travel of staff to client homes, across a very large municipality. Council could include these travel costs in the fees charged to clients, however this could impact the affordability of the service. Another option could be to introduce waiting lists for certain services, whereas now all new clients are accepted.

Other costs that could be reduced include the cost of providing meals in group services and other incidental expenses.

Recreation and Sports Facilities

Service Usage

Activity/Facility	Usage
- Eagle Stadium (stage 1) - Aquapulse	279,019 Visits (Quarter 1) Estimated 1,110,000 Visits p.a.
AFL	98 teams 1259 Auskick members
Basketball	251 teams
Cricket	160 teams
Hockey	17 teams
Netball	37 teams
Rugby	38 teams
Soccer	118 teams
Softball	11 teams
Tennis	61 teams

Impact of a Material Budget Reduction

- Deterioration of facilities, which may impact on sports being played
- Assistance in establishing clubs reduced, affecting club sustainability
- Participation levels in sport could drop
- Delays in building new facilities with population growth
- Mainstream sports would dominate the community as Council generally supports the start-up of smaller sporting organisations

Community Capacity Building

Service Usage

- Volunteering - In the first quarter of 2015/2016 Council supported 334 volunteers to be active volunteers in Council programs.
- Community Grants: Annual grants for Community strengthening, Environment and

Community Health with grants available from \$1,000 to \$50,000. 19 grants for projects were funded last year.

- Community Leadership – five community leadership programs were delivered in 14/15 involving over 100 residents.

Program	Average Participants/Hours Per Year
Walking Groups	12 Groups, 180 people 7,200 hours
Conversational English	1,400 hours
Neighbourhood Bus Tours	160 people
Awareness Raising Events (e.g. Reconciliation Week)	6 Events, 400 people
Community Dinners	180 people
Listening Posts	1000 people

Impact of a Material Budget Reduction

- Cuts to programs such as Conversational English, Neighbourhood Bus Tours for newly arrived residents and Walking Groups.
- Less responsiveness to emerging issues like supporting communities that experience tragedy, welcoming asylum seekers and establishing new events for cultural groups.
- Reduction in the number of programs and participants who can undertake community leadership programs.
- Reduction in the breadth and/or depth of community grants projects that can be funded – i.e. currently \$1.1 million per annum.
- Reduction of numbers of volunteers able to be recruited and supported, both within Council and the broader community.

The Arts

Service Usage Data

Wyndham Art Gallery :

- 6 curated exhibitions annually – 20-200 patrons attend each exhibition launch
- Wyndham Art Prize (WAP) - last year had 60 artist applicants and 22 exhibitors
- 1 x artist in residence program - WTP
- one international artist's exhibition per year

Wyndham Arts Spaces:

- 2 exhibition spaces at Wyndham Vale and Point Cook
- 5 exhibitions per year for local artists in each
- Exhibition openings draw 25-30 patrons on average

WAS Residency program:

- 3 x 3 month professional artist residencies in studio spaces at both Featherbrook and Wyndham Vale Community Centres

- Flexible residency/program space at Old Shire Office for Werribee City Centre activation activities

Arts Activation

- Midsumma Park Lounge Event 2015 – 350 patrons
- Activate program – 5 local artists mentored – workshops for approx. 45 participants
- Raw & Rugged fund raiser @ Encore – 750 patrons
- Werribee Concert Band Fund Raiser performance – 350 patrons
- Indian Film Festival – Opening 300 guests; event 250 patrons

Music in Our City program

- Live at the Stage performance – 40 patrons; one artist mentored; Cultural Centre promotion
- Live @ Station Place – (November 2015) – 4 performances; expected <500 patrons; 8 local artists mentored through program

Public Art and Place Activation program

- Public Art Collection management of 45 works including maintenance program
- Temporary Public Art Program – Annual RED exhibition and inflatable art appearances
- Annual Station Place Laneways street art installation – Artwork commission and mentoring program for 5 local artists

Arts Development

- Groundswell artist networking – 4 events per year; approx. 30 artists per event
- Art Paths professional mentoring – min. 25 artists & 10 organisations per year
- Conversation About ... Arts Industry forums x 4 per year
- Support for Deakin University – Freelancing in the Arts program (tertiary study introduction)

Impact Of a Material Budget Reduction

Wyndham's arts program is being developed off a low base; Wyndham's community has not traditionally had a strong cultural focus and Wyndham's new communities require opportunities to build cultural literacy and networks. Long term viability of the arts program is dependent on growing the critical mass of interest required to support growth in the local arts sector. Council's current level of investment in the arts is approximately \$5.50 per community member per year. This investment is low although it is currently enabling the slow development of a range of arts and cultural activities at a basic level.

A reduction of Council's investment in arts and cultural activity will force either a reduction in the scope, size or quality of its Arts program. This will have a critical affect to Council's program as it will be operating below a level which sustains community interest (or indeed establishes the relevance of arts to the community) and a negative flow on to the local Arts industry development.

Advocacy

Service Overview

Advocacy involves taking action to influence the decisions of State and Federal governments that are particularly important to the Wyndham community. Through a process of community consultation Council has determined what these issues are, and they are articulated in councils advocacy strategy;

- Infrastructure and infrastructure financing
- Traffic and transport
- Skills and jobs
- The quality of the natural and built environment
- Health well-being in community safety

In broad terms Council pursues to key strategies to address advocacy priorities;

- Meetings and delegations to state and federal politicians and bureaucrats. Sometimes Wyndham “goes it alone” and sometimes in coalitions with other councils, advocacy organisations (eg RACV).
- Support for community campaigns consistent with identified advocacy priorities, which are very important in generating media interest, as well as influencing politicians.

Some recent examples of advocacy success;

- Council collaborated with all the user groups at the former Werribee Sports and Fitness Centre, and ran a “Fix the Rec” campaign to secure \$9 million of federal funding to upgrade the centre, which is now known as Eagle Stadium
- Through the Get Wyndham Moving campaign Council secured statewide and national media interest in traffic and congestion issues in Wyndham. What flowed from this was a substantial increase in bus services across the municipality and funding for some road projects eg. a \$6 million project upgrade Palmers Road south of the freeway.

Council is required by the State government to annually measure community satisfaction with our advocacy efforts.

Impact of a Material Budget Reduction

The impact of cutting staffing and or program expenses would be a winding back of Council’s advocacy efforts. This would result in less influence on State and Federal Government decisions and potentially less financial support for Wyndham projects and priorities. It could also be reasonably expected that community satisfaction with Council’s Advocacy efforts would decline.

Business Development and Tourism

Service Usage and Overview

- **Industry Engagement Program:** Provides one on one business advice and assistance including access to government funding programs, networking & marketing opportunities, business mentoring - 66 visitations in 14/15
- **Business Start – Up Program:** Provides one on one business advice and assistance to those individuals seeking to start a business. – 60 programs in 14/15.

- **Business Training Program:** This program provides a calendar of business focussed workshops and seminars, the topics which are determined by client demand and industry trends. In 14/15, 19 workshops presented with over 500 attendees.
- **Wyndham Business Awards:** Now in their 22nd year the Wyndham Business Awards celebrate business excellence in the city. The awards, through a robust judging and application process allow businesses opportunity to assess their current operations and aspirations – 102 businesses participate in the Awards.
- **Operation of Werribee Visitor Information Centre:** The Werribee Visitor Information Centre provides a customer contact centre for visitors to Wyndham. The main objective of the centre is to promote Wyndham City's visitor experience offering and increase tourism expenditure and dispersal. In 14/15 18,300 customers attended the Centre.
- **Marketing Wyndham as a Visitor Destination:** The major marketing program delivered is through a partnership with regional tourism organisation, Destination Melbourne. The program allows for Wyndham being showcased in the Melbourne Official Visitors Guide which is distributed widely across the state and the Destination Melbourne app. Wyndham also produces an Official Wyndham guide and visitors' map

Impact of Material Budget Reduction

A reduction in the budget for this area would result in less programs and support being available to local businesses. Less discretionary spend would also be available for marketing activities, which is already low in comparison to other cities.

Issues Summary

Introduction

This document provides a response to a range of specific issues raised at the first series of Community Panels. A number of people also raised questions around the cost of infrastructure, the usage of specific services by the community, the impact on budget cuts on services areas and revenue streams available to Council. These issues are quite complex and addressed in separate fact sheets.

If you have any other questions, or still require further information, feel free to email us or we will also have more staff available to you at the next workshop.

1. How is the Council currently trying to reduce costs and find efficiencies?

As part of the budget process each year, Council aims to generate a 0.5% saving through efficiencies. This is achieved through a number of ways, including use of new technology streamlining processes, services reviews and other continuous improvement initiatives. There is no doubt however that as we move into a 'rate capped' environment, further efficiencies will need to be gained.

Taking into consideration increases in CPI, increased cost of materials, growth and other economic factors (which equates to an approximate annual increase in expenditure of 5%), efficiencies alone will not provide a long term financial solution.

2. Why are there 3 Councillors per ward?

The number of Councillors per Ward (3 in Iramoo, 4 in Harrison and 4 in Chaffey) is determined by the State Government based on recommendations from Victorian Electoral Commission. A number of factors are taken into account when determining the size of Wards and the number of elected representatives – such as population and geographical spread.

3. What land provision is for secondary and tertiary education facilities.

The State Government is responsible for determining future school sites and the acquisition

of land. Council's are not involved in the planning for future school sites, however we do have knowledge of the plans through the development of Precinct Structure Plans. This is publicly available information and we can provide more detailed information.

4. What is the ratio of leased assets to owned assets.

Wyndham City owns the vast majority, in fact almost all, of its assets (such as fleet and equipment etc.) This is due to the fact that it is financially beneficial for Council to purchase items using available capital or debt rather than paying premium leasing costs as council typically borrows cheaper than the leasing companies.

The option to lease or buy an asset is something that is assessed depending on the asset in question – a recent example is Council taking up a lease at the new Pacific Werribee Shopping Centre for its Library. Council investigated moving the Library to a new, Council owned site however the location of the shopping centre provided more incentive therefore the leasing option was smarter from the perspective of delivering best value to the community. Similar analysis has recently been completed for passenger vehicles in the Council fleet and it was determined that ownership is still the best financial option.

5. What is the cost of the Sister City Program

The Sister City budget for 2015/16 is \$9,050. This includes \$6,000 in grant funding for local school students. Each year students from schools with relationships with Wyndham's Sister Cities can apply for a grant of \$500 per student to contribute to the cost of participating in a student exchange program. The other \$3000 is spent on hosting visiting groups from Wyndham's sister cities. The budget for this program has ranged from \$8,500 - \$10,000 for the last five years. The focus of the program is largely educational, with a number of local schools enjoying a strong relationship with sister cities.

6. What similar services are offered by non-profit / private sector?

Wyndham Council runs an ongoing program of service reviews to ensure the current service method is providing best value for money. Part of this process is comparing the cost/quality of internal service provision, versus 'out-sourcing' to the private or not-for-profit sector. In most cases the cost of outsourcing is too high, or the service would not meet quality or requirements of the council or community. Council does out-source in some areas, mostly where a particular expertise is required or the volume is beyond Council's current staffing levels.

7. What information does the Council have regarding what the community values?

Each year the Council undertakes a Community Survey, as well as a broad range of program

specific research. Community consultation occurs as part of Annual Planning process and development of the Council Budget. In summary, the key issues for residents relate to the congestion on roads and need for improved public transport options. The community have also highlighted that children's and family services are a priority as well as the provision of parks and open space.

8. What happens about recouping the late rates?

When a property owner does not pay the required rates against his/her property, Council initially sends a number of reminder notices to prompt payment and will attempt to get in contact with the person to offer payment plan options. If payment is not made, Council will refer the matter to a debt collector to undertake the process to recover the payment. In the event that payment cannot be made, rates can be registered as a charge against the property when it is eventually sold. Unpaid rates also attract an interest charge set by the State Government which is usually higher than what people can borrow from the banks.

9. How much future growth is expected and where will it be happening?

Wyndham has a 2015 population of approximately 200,000 people. This number is expected to increase to approximately 384,000 people by 2036. The main growth areas in Wyndham in recent years have been in the north comprising the suburbs of Tarneit, Truganina and Williams Landing, and in the south in Point Cook. The west of Wyndham is also growing although it currently contributes lower levels of dwelling growth.

The last five years has seen Wyndham grow by approximately 3,400 dwellings per year, with the current year expected to finish with a similar or slightly higher number. This growth is made up of development in new residential areas and also partially through the increase in density in established areas through unit developments. In 2014, Wyndham's northern growth front comprising the suburbs Tarneit, Truganina and Williams Landing contributed 52% of Wyndham's growth (1592 dwellings), Point Cook contributed 30% of Wyndham's growth (917 dwellings), with Wyndham West contributing 8% of Wyndham's growth (245 dwellings). This trend has continued in 2015. It is anticipated that Wyndham's northern growth front and Point Cook will continue to grow strongly in coming years with an increase in the rate of growth in Wyndham West to occur as future infrastructure improves accessibility to this growth front.

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Revenue Summary

Introduction

Council's generate revenue to pay for services and infrastructure through rates, fees and charges and via Government funding. Each year revenue streams will fluctuate depending on the number of rateable properties, the usage of services (where fees and charges apply) and the availability of Government grants. While we can generally forecast for the revenue streams managed by Council (rates and fees etc) based on trends and growth data – the provision of Government grants, specifically for specific projects can be unknown from year to year.

As part of the State and Federal budget processes, Council must 'bid' for projects to be funded and are therefore competing with other cities for available funds. The attraction of Government funding is a key priority for Council as many key projects are not possible without it.

The funding below is used to fund Council's \$102 million capital works program for 2015/16 and operating budget of \$203 million.

2015/16 Council Revenue

Municipal Rates (inclusive of garbage charge)	\$162.7 million
Statutory Fees and Fines (for example, animal registrations)	\$8.5 million
User fees (for example, kindergarten fees)	\$69.9 million
Developer Contributions (cash)	\$13.1 million

2015/16 Government Funding

Operating Grants (for example, Home care, Immunisations etc)	\$34.65 million
Capital Grants (for infrastructure projects such as Werribee Sports and Fitness Centre, roads etc.)	\$10.1 million

Wyndham City Council

July 2011



Facilities Asset Management Plan



Odysseus-imc Pty Ltd
Infrastructure Management Consultants

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1.0 Introduction

The building portfolio represents a significant investment by Council and its on-going development, management and maintenance is an important commitment. The purpose of this commitment is to protect, maintain and enhance the public participation, health and wellbeing of the community by providing community facilities such as recreational, aged care, youth, disability, family and children services.

Council is responsible for approximately 215 buildings valued at \$124 Million.

Wyndham's growth area is provided below:

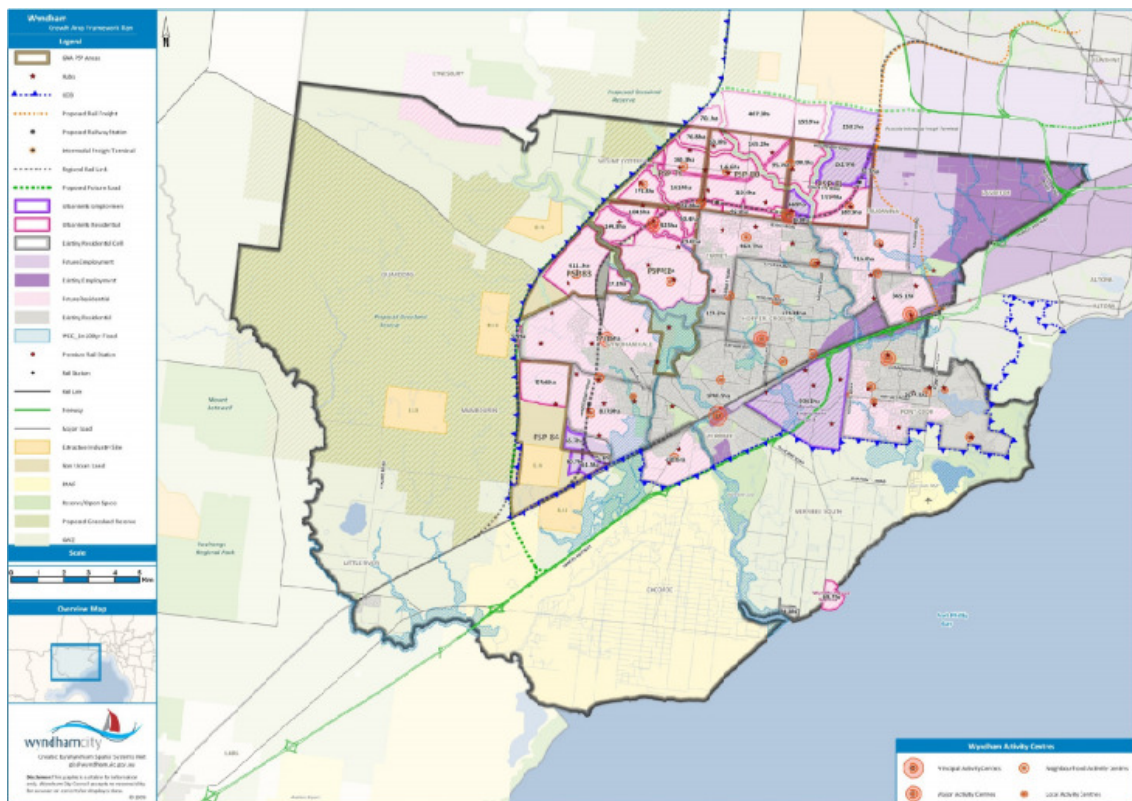


Figure 1: Wyndham Growth Area

1.1 PURPOSE OF THIS PLAN

Council's facilities represent a significant investment by the community and are vital to its health and wellbeing. The overall objective of asset management (AM) is to demonstrate responsible stewardship of infrastructure in delivering Council services.

In addition, Council's objective is to ensure that it has well planned, constructed and maintained infrastructure and establish management strategies and practices, which maximise the life and community benefit of our assets.

The overall objective of this plan is to implement an action plan that will as a minimum, continue to provide the current level of service for facilities for the optimum cost. In order to meet this objective a number of subordinate objectives need to be addressed:

- Define a hierarchy for facilities and related infrastructure;
- Identify the asset base managed by Council and the value it holds;

- Align the plan to the corporate intent to ensure management practices are consistent with Corporate direction;
- Satisfy the needs of the audience by demonstrating that their requirements are being met;
- Identify the current and target levels of service provided by Council in line with customer expectations;
- Define the impacts of demand on infrastructure;
- Identify infrastructure risks in line with Councils current risk processes;
- Consider asset performance such as condition monitoring techniques and outcomes;
- Detail the current lifecycle management practices and future plans;
- Overview of the short and long term financial requirements of maintaining Council's facilities; and
- Define actions required to improve asset management practices related to the asset groups.

The outcomes of this plan identify the future funding requirement for service delivery accounting for the following factors:

- Adopted levels of service;
- Future demand for infrastructure;
- Current asset performance;
- Risk;
- Required works; and
- Funding constraints.

1.2 THE ASSET MANAGEMENT PLAN

The AM Plan is a tactical plan that translates broad strategic goals and plans into specific goals and objectives relevant to a particular activity for the organisation. It may be regarded as a tactical plan for implementing infrastructure related strategies, which arise from the strategic planning process.

The AM plan is also a tool combining management, financial, engineering and technical practices to ensure the level of service required by customers is provided at the most economical cost to the community. The plan is intended to protect the environmental and cultural values of the assets providing the service.

Tactical planning involves the development of separate sub-plans that allocate resources (natural, physical, financial, etc.) to achieve strategic goals through meeting defined levels of service.

1.3 ASSET MANAGEMENT PLAN FORMAT

The plan contains nine sections, each of which are explained below:

- **Introduction:** This provides an introduction to AM, outlines the objectives, scope and format of the plan, identifies the key stakeholders and legislative requirements, and describes the relationship with other plans including the rationale for asset ownership.
- **Asset Portfolio:** This section outlines Councils portfolio of assets including quantity and value.
- **Levels of Service:** This outlines the levels of service required based on customer research and expectations, statutory requirements and strategic and corporate goals. It also contains tables detailing expected and current performance measures.

- **Demand Forecast:** This section details the future growth trends, the impact of these trends on infrastructure and demand management strategies to deal with the projected growth.
- **Risk Management:** This section outlines Council's risk management framework. It also contains tables of risk events, their severity and consequence.
- **Lifecycle Management Plan:** This gives an overview of the whole of life management of each asset type. For each asset type it details (where applicable) the operations and maintenance plan, renewal plan, enhancement/upgrade plan, new works plan and disposal plan.
- **Financial Summary:** This section details the 10-year financial forecast with its associated assumptions and sensitivity analysis. It contains an asset valuation for each asset type and their associated confidence levels. It also outlines the Council's funding strategy.
- **Asset Management Improvement and Monitoring:** This section deals with methods of monitoring performance by detailing improvements to AM processes, systems and data. It outlines a 3-year AM improvement plan. It also details procedures for monitoring and reviewing this AM Plan.

All Asset Management Plans are based on the framework recommended in the Institute of Public Works Engineering Australia's International Infrastructure Management Manual (Australia / New Zealand Edition), Version 3.0 dated October 2006.

1.4 RELATIONSHIP WITH OTHER PLANS

AM plans are a key component of the Council planning process, linking with the following plans and documents:

2010- 2014 City Plan: The strategic plan is a long term plan which sets out the broad strategic direction for the development of WCC over the next 5 years. The plan reflects the common goals of all stakeholders and demonstrates a commitment by council to seek and respond to the wants and needs of the wider community.

Annual Report: The Annual Report 2008/09 supports the City Plan and the details for each financial year:

- Wyndham's achievements and performance in key result areas;
- Service highlights;
- Council's governance structures; and
- Council's financial performance during 2008/09.

The Quality Community Plan 2007: Wyndham City's long term vision is documented in our Quality Community Plan (QCP). This important document outlines our community's vision and aspirations for the future, and guides the City's daily planning and decision making.

WCC Policies: The policies are needed to provide direction for AM tactics. Policies that apply to the management of Facilities assets include:

- Asset Management Policy; and
- Risk Management Policy.

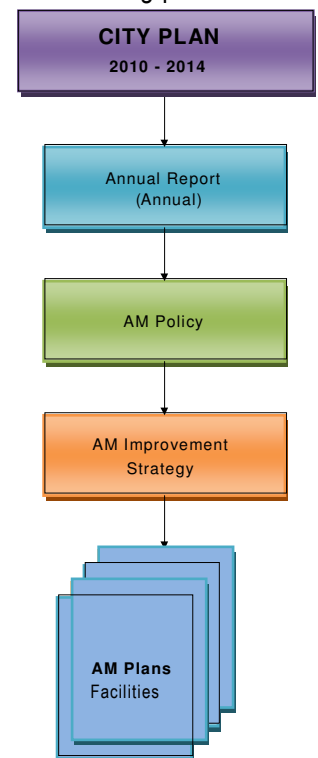


Figure 2: Corporate Links to AM Plans

Risk Management Strategy: The purpose of the Risk Management Strategy is to assist council to manage and/or minimise the adverse effects of risks from its strategies and operations and maximise the benefits from opportunities and speculative risks.

The figure above depicts the links and information flows between the Council Plan and the Asset Management Plans which provide the context and framework for the management of the infrastructure.

2.0 Asset Portfolio

This plan focuses on facilities and related infrastructure and is inclusive of the assets contained in the table below. Where replacement values have not been nominated it should be noted that the plan seeks to incorporate the assets even though specific values for these groups are not presently nominated.

2.1 DEFINITION OF A FACILITY

A facility is the combination of a building/s with supporting infrastructure such as Carparks, Off Street Access Roads, Off Street Lighting, Bollards, Playgrounds, Signage, Pathways, Street Furniture and Garbage Bins, Garden Beds, Trees and Vegetation.

2.2 OUR FACILITIES

The facilities hierarchy used for the WCC facilities including building and surrounding infrastructure assets is shown in the figure below.

The definitions for each of the hierarchical levels are:

Caravan Park	Caretakers block, amenities and cabins
Child Care	Childcare Centres
Civic	Includes offices, garbage enclosure, state emergency service facilities, pump house and portable building
Community Centre	May include Senior Citizens, ADAS, Maternal and Child Health, Community Rooms
Council Depot	Pound, workshop, administration building, wash bay and shed
Girl Guides Hall	Halls used by Girl Guides Groups
Kindergarten & M&CH	Kindergarten and MC&H Centres
Kindergarten	Kindergartens facilities only
Library	Library and Cultural Centre Facilities
Others	Storage building, sheds, workshop, specialist buildings and amenities
Playgroup	Buildings used solely for playgroup
Public Hall	Memorial Hall
Public Toilet	Public toilet block facilities
RDF (Refuse Disposal Facility)	Amenities, ticket office, first aid building, weighbridge and sheds
Recreation	Leisure and Events Centre, Aquatic Centre and Arts Alliance building
Scouts	Halls used by Scout Groups
Sports	Sport and fitness centres, pavilions, sports buildings, kiosks, plant rooms, grandstands and ticket boxes
Youth Centres	Youth Centre Facilities

Table 1: Facilities Asset Groups

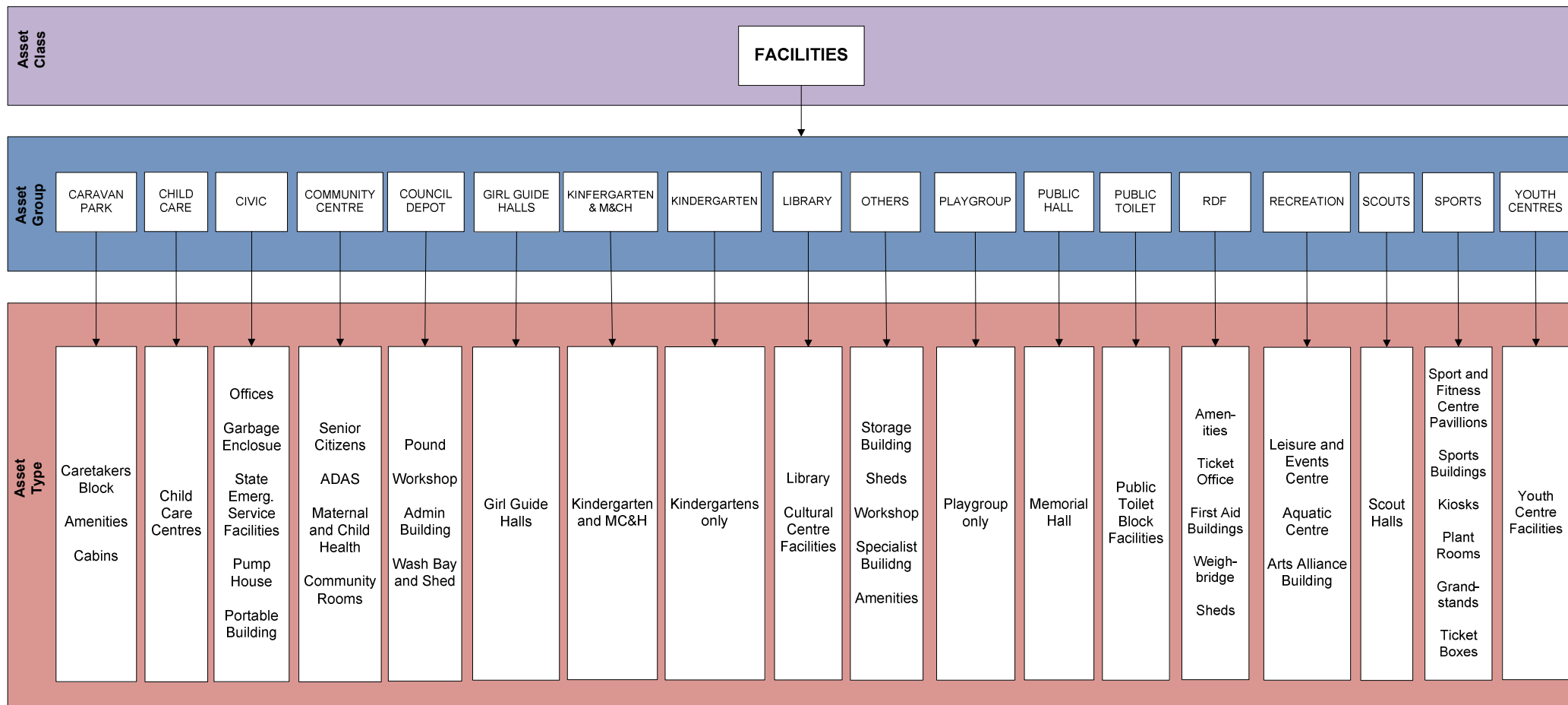


Figure 3: Facilities Hierarchy

Wyndham's facilities included in this AM Plan are summarised below. The current value and written down values represent the building values only. Supporting facility infrastructure quantities and values are included in the second table below.

FACILITY TYPE	QUANTITY (NO.)	CURRENT VALUE (CV)	WRITTEN DOWN VALUE (WDV)
Caravan Park	13	\$764,576	\$731,905
Child Care	3	\$1,759,344	\$1,721,761
Civic	5	\$22,734,856	\$22,413,543
Community Centre	20	\$31,580,950	\$31,026,186
Council Depot	9	\$5,033,132	\$4,929,949
Girl Guides Hall	2	NV	NV
Kindergarten & M&CH	7	\$3,178,000	\$3,033,176
Kindergarten	6	\$3,050,000	\$2,979,906
Library	2	\$9670300	\$9524216
Others	15	\$298099	\$242386
Playgroup	1	\$86,000	\$80,669
Public Hall	1	\$290,000	\$272,024
Public Toilet	14	\$1,693,904	\$1,527,424
RDF	10	\$1,640,011	\$1,394,849
Recreation	3	\$19,154,986	\$18,852,818
Scouts	5	\$288,000	\$273,718
Sports	98	\$20,307,344	\$19,286,119
Youth Centres	1	\$3,135,000	\$3,090,538
TOTAL	215	\$124,664,503	\$121,381,188

NV – Not Valued

Table 2: Summary of Facilities Portfolio

The current value by facility type is provided in the chart below:

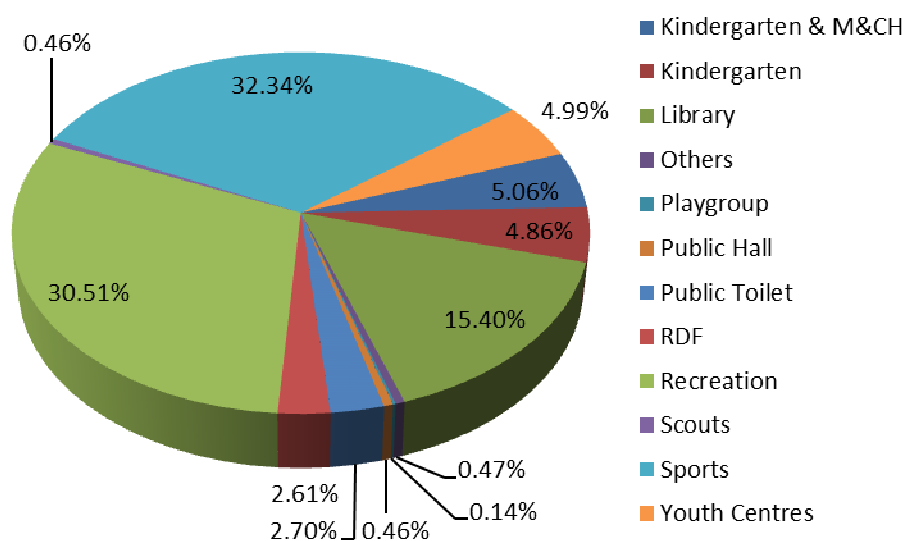


Figure 4: Facility Type by Current Cost

Supporting infrastructure located at the facilities is included in the following table. Not all supporting facility infrastructure information has been prepared for this version of the plan. The next version will include all facility infrastructure information.

FACILITY TYPE	QUANTITY	CURRENT VALUE (CV)	WRITTEN DOWN VALUE (WDV)
Car Parks	33	\$6,820,753.17	\$4,328,203.61
Playgrounds	9	\$490,63	\$25,770
Signage	63	\$12,608	\$276,716
Off Street Access Roads	TBA	TBA	TBA
Off Street Lighting	TBA	TBA	TBA
Bollards	TBA	TBA	TBA
Pathways	TBA	TBA	TBA
Outdoor Furniture	TBA	TBA	TBA
Garbage Bins	TBA	TBA	TBA
Garden Beds	TBA	TBA	TBA
Trees and Vegetation	TBA	TBA	TBA
TOTAL	105	\$6,833,361	\$4,630,690

TBA – To be Advised

Table 3: Summary of Facilities Portfolio

3.0 Level of Service

This section defines the service levels that are required and the basis of the decision behind their selection. The service levels support Council's strategic goals and are based on customer expectations and statutory requirements.

3.1 BACKGROUND

The life cycle management section provides information on the extent to which the target service levels are being achieved and the management strategies including planned capital works for addressing any service gaps identified.

A key objective of this AM plan is to match the level of service (LOS) provided by the asset with the expectations of customers. This requires a clear understanding of customers' needs and preferences. The levels of service defined in this section will be used:

- To inform customers of the proposed type and level of service to be offered;
- As a focus for the AM strategies developed to deliver the required level of service;
- As a measure of the effectiveness of this AM plan;
- To identify the costs and benefits of the services offered; and
- To enable customers to assess suitability, affordability and equity of the services offered.

The adopted levels of service are based on staff knowledge and:

- **Community Research and Expectations;**
Information gathered from customers on expected quality and cost of services.
- **Strategic and Corporate Goals;**
Provides guidance for the scope of current and future services offered, the manner of the service delivery and defines the specific levels of service that the Council wishes to achieve.
- **Legislative Requirements;**
Legislation, Regulations, Environmental Standards and Council by-laws that impact on the way assets are managed.
- **Design Standards and Codes of Practice.**
Australian Design Standards also provide the minimum design parameters for infrastructure delivery by the Professional Engineer.

3.2 LEVELS OF SERVICE TABLES

The service levels are divided into two types:

- Community based; and
- Operations (Technical) based.

Community based levels of service relate to the function of the service provided and need to be in line with what our customers expect as part of service delivery. The key performance indicators relating to facilities assets are included in the table below:

<u>Community Service Levels</u>
Performance
Customer Satisfaction
Responsiveness

Table 4: Customer Key Performance Indicators

Technical based levels of service are also defined using key performance indicators (KPI's) however the KPI's identified as technical are often in support of those customer KPI's. It is the technical duties and activities that take place to ensure that customers are satisfied.

The technical levels of service support the processes engaged to meet community expectations. Key performance indicators that may apply to technical measures for facilities are as follows:

<u>Technical Service Levels</u>
Legislative Compliance
Performance
Maintainability
Environment

Table 5: Technical Key Performance Indicators

The following table identifies WCC's Levels of Service against key performance indicators, and is used to monitor progress and report achievement.

KEY PERFORMANCE INDICATOR	COMMUNITY / TECHNICAL	SERVICE LEVEL CHARACTERISTIC	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE	ACTIONS TO MEET PERFORMANCE TARGET	RESOURCES REQUIRED
Performance	CUSTOMER	The facilities are fit for purpose and available for all users.	Annual defect inspection.	95% defects identified	95% defects rectified		
Customer Satisfaction	CUSTOMER	The community and leisure facilities meet the requirements of the community.	Annual Customer Satisfaction Survey.	No target performance record	89% Satisfaction		
Responsiveness	CUSTOMER	Speed of response to safety requests.	Safety issues will be attended to within x hours of notification ¹	xx% - No. records	xx% - No. records		
Responsiveness	CUSTOMER	Speed of response to non-safety requests.	Non-safety requests will be attended to within x days of notification ²	xx% - No. records	xx% - No. records		
Legislative Compliance	TECHNICAL	The buildings will provide a safe environment for building users (both internal and external) through compliance with relevant legislation.	Compliance with all relevant legislative requirements.	100% compliant	100% compliant		

¹ To be defined

² To be defined

KEY PERFORMANCE INDICATOR	COMMUNITY / TECHNICAL	SERVICE LEVEL CHARACTERISTIC	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE	ACTIONS TO MEET PERFORMANCE TARGET	RESOURCES REQUIRED
Performance	TECHNICAL	Contractors comply with operational procedures and policies	Contractors are audited in line with operational policies and procedures including OH&S	100% compliant 13 random inspections are done every month with carpenters, contractors and at the workshop. There have been no issues with non compliance	100% compliant		
Maintainability	TECHNICAL	Buildings will be maintained to an overall condition rating of 1-3	Condition assessments undertaken on buildings	100% of buildings maintained in condition rating 1-3	90% of buildings maintained in condition rating 1-3		
Environment	TECHNICAL	Reduce the electricity and gas usage for facilities.	Monitoring the reductions in the GHG emissions	Achieve 40% reduction in CHG emissions by year 2015 as compared to 2001	Approximate emission in 2010 – 15000 eCO ₂ (As compared to emission in 2001 – 12740 eCO ₂)		

Table 6: Community Levels of Service for Facilities

4.0 Demand Forecast

This section of the plan analyses factors affecting demand including population growth, demographic changes and the impacts of these changes on WCC's existing infrastructure as well as the demand for new infrastructure.

Impacts identified within this section have been determined using WCC's planning and strategic documentation. Where information was not available assumptions have been made.

4.1 BACKGROUND

Wyndham is located in Melbourne's south-west, located between Melbourne and Geelong. The City is bounded by the City of Brimbank and the Shire of Melton to the north, Moorabool Shire and the City of Greater Geelong to the west and south and Port Phillip Bay and the City of Hobsons Bay to the east.

The City of Wyndham is the fastest growing municipality in Victoria and the fourth fastest in Australia. Wyndham is currently home to 147,508 people, with the population expected to reach over 286,000 by 2026. With the City experiencing unprecedented growth, it is on track to become the largest local government area in Victoria. With the population forecast to increase between 4.6% and 7.1% annually over the next five years this has resulted in increased service inputs (materials, employee costs) to service growth in demand.

This popularity has been achieved as a result of many attractive features, including Wyndham's proximity to Melbourne and Victoria's largest regional centre, Geelong. Wyndham offers available land set among beautiful natural assets including the Werribee River, Port Phillip Bay, Skeleton Creek, wetlands and grasslands. The municipality is also home to a variety of parks, gardens and recreational facilities, including the State Rose Garden at Werribee Mansion, Victoria's Open Range Zoo, State Equestrian Centre, Point Cook Homestead and Point Cook RAAF Museum. Once described as 'the country suburb' Wyndham is a vibrant City with a strong pastoral heritage. Now a thriving locality, Wyndham boasts first-class shopping precincts and quality entertainment outlets while still supporting the development of close-knit communities.

The growth Wyndham is experiencing provides many opportunities for residents and Council. This growth also puts pressure on Wyndham's infrastructure, which requires strong management from Council, in consultation with the community.

Great results have already been achieved through extensive infrastructure planning and investment. The Wyndham community sought the opportunity to be involved in this development and is the driving force behind the success of many projects.

Wyndham is home to a young population eager to see their City continue to prosper. The Wyndham community recognises the benefits associated with high levels of growth, but is also committed to ensuring sustainable development that will serve future communities.

Demand management as related to the provision of services and associated infrastructure is a dynamic process used to cater for the change in population, demographics, and expectations of the community over a long period of time e.g. 20 years.

It is a complex area supported by sound planning that integrates with AM to provide for future services. To achieve an outcome that benefits the community there is a need to coordinate planning activities for the provision of infrastructure through the Planning and Development department.

Over the past years WCC has produced the following planning documents which have been reviewed for the purpose of understanding the impacts of future growth in the community, the need for future infrastructure to support services and impacts on existing infrastructure.

- Point Cook Concept Plan, 2000;
- Point Cook Concept Plan, Addendum, 2007;;
- Truganina Employment Precinct DCP;
- Truganina Employment Precinct PSP;
- Cell A Development Plan March, 2001;
- Cell C Development Plan (Stage 1), 2001;
- Tarneit West Development Plan, 2008;
- Tarneit West Plan, 2008;
- Westmeadows Lane and Marquands Road DCP 2007;and
- Wyndham North Concept Plan April 1996.

4.2 DEMAND OUTCOMES

Impacts on Existing Infrastructure

As part of sub-divisional works, Developers contribute either land or monies to the Council to provide additional facilities. No facility upgrades have been identified through the strategic planning process for Truganina, Wyndham North or Point Cook. Facility upgrades are included in the 10 year capital program based on growth and service provisional needs. These projects are funded by Council and include:

- Cambridge Tennis Club & Junior Pavilion - Club House ext, Lighting;
- Heathdale Community Centre Hub;
- Presidents Park Hockey & Softball Pavilion Redevelopment;
- "Werribee Sports & Fitness Centre;
- WLEC - 80 Derrimut Road Optimisation;
- YRC – Extension;
- Cultural Centre 10 year Refurb and Cyclic Upgrade;
- Quantin Binnah Kindergarten Room Extension;
- Third Kindergarten Room Featherbrook;
- Jamieson Way Community Centre Renovation;
- Depot Alterations and Portable;
- Wyndham Vale North Master Plan Implementation; and
- Victoria University Pavilion Extension & Upgrade.

Need for New Infrastructure

New facilities required as part of development within the municipality are included below:

Truganina Employment Precinct

The Truganina area contains no residential population (if the Port Phillip Prison is excluded), and will therefore require no community facilities or social infrastructure.

Wyndham North

Cell A Facilities Works Contributions

Council's Community Centre Policy (Draft) 1999 recommends that one Community Centre be provided for a population of 16,000. It requires a land area of 0.6 ha incorporating a building area

of approximately 1,000 to 1,300 square metres. The building should be multi-functional and flexible enough in design to cater for the changing needs of the community.

This development area will be served by a Community Centre located in the north of the district. This location will be central to the development area.

Services provided by this Community Centre may include:

Early Childhood Services

- Maternal and Child Health Centre;
- Kindergarten; and
- Play Group.

Community Meeting Facility

- Public Meetings;
- Adult Education; and
- Recreational Activities.

Youth Activity Centre

- Capable of providing a service for 30- 50 young people;
- Elderly Persons Centre; and
- Meeting and recreational facilities.

Community Health Centre

- Outreach service from the main district service.

Community Services

Community Services will provide the community facility services to all residents and businesses. The developable land for Community facilities is 214.44 ha.

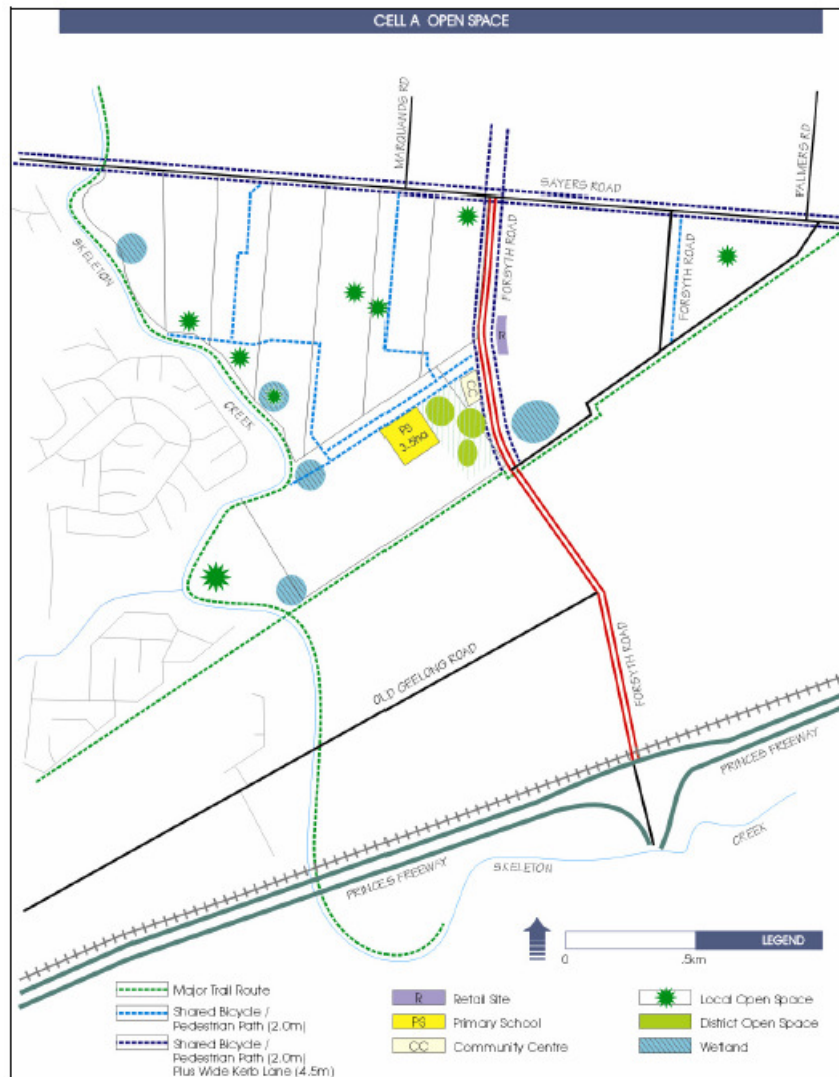


Figure 5: Cell A, Facilities Plan

The costings estimated for Cell A are included below:

COMMUNITY FACILITIES	AREA	STANDARD	COST	SUB TOTAL
Co-located with Active Facilities, facility to care for entire cell	214.44 ha @ \$3250 p/ha	Full acquirement and provision @ \$696,930	\$696, 930	\$696, 930

Figure 6: Cell A, Facilities Costings

Cell B Facilities Works Contributions

All works associated with Cell B have been completed.

Cell C Facilities Works Contributions

In accordance with Wyndham City Council’s Community Centres Strategy (Draft - 2000), community centres are intended to serve a population catchment of approximately 16,000 residents. Two community centres are proposed to be located in proximity to Cell C but external to the plan area itself. These are the community centre in the Cell A plan area, south of Sayers Road, and the community centre proposed for the residential area to the east of the Skeleton Creek.

As residential development north of Leakes Road occurs in the long term, additional community centres will be provided which will further enhance the accessibility of Cell C to community infrastructure.

Tarneit West Outline Development Plan

Community Infrastructure

The Planning and Environment Act provides for development contributions to be raised for:

- **Community Infrastructure**, for which contributions are “capped” at \$900 per dwelling, and
- **Development Infrastructure**, including roads and “other” development infrastructure.

Following a Direction by the Minister for Planning in May, 2003, “Community Infrastructure” is restricted to items such as:

- Community meeting and activity centres (but not attached pre-schools or maternal or child health centres);
- Indoor leisure and recreation centres;
- Swimming pools or aquatic centres;
- Lawn bowls and other more intensive recreation facilities;
- Libraries;
- (Possibly) tennis courts and change facilities; and
- Other high standard (non-basic) sporting facilities, from special playing surfaces pavilions and clubrooms for sports grounds, to specialised developments like lawn bowls, aquatic and athletics facilities.

Standards of Provision for Community Infrastructure

Community Centres

- Council’s Infrastructure Financing Policy 1996 called for multi-purpose community centres to serve catchments of about 5,000 people. However, the 2001 Wyndham Community Centres Policy proposed much larger centres, servicing about 16,000 people, potentially supplemented by smaller centres serving about 8,000 when required;
- The Wyndham North Concept Plan identifies 7 locations for community centres to service the projected population of 56,000 at 1:8,000 people rather than 1:5,000;
- 3 large and 1 small community centre would adequately service the 56,000 strong community under current (2001-7) standards;
- The most easterly two large centre sites have been acquired, and a third is to be acquired, probably near Tarneit Road, north of Sayers Road. Uncertainty about the need for a further, smaller centre has been reduced by the surge in birth rates under the Australian Government’s “baby bonus”, but it has not been factored into contributions at present;
- Council’s base model for community centres includes a pre-school and maternal and child health centre. When these are separated to show their effect on development contributions, the balance of the base model “community centre” in Wyndham is estimated to cost at least \$2.168m, of a total of \$4.293m; and
- Community centres, alone, therefore cost about \$352 per dwelling, allowing for three centres to serve the 18,500 household client base.

Libraries

- Libraries were not included in the 2003 costings, despite recognised needs, as there was no defined or costed strategy to provide additional libraries; and
- The 2006 Library Facilities Strategy, however, proposed three new branches, one of which is located in Wyndham North. The most central community site adjacent to the proposed Rose Grange Activity Centre is sufficient to also include the branch library. However, this is not as relevant from a Tarneit West viewpoint, given the proximity of the Heaths Road Library.

Other High Cost or Specialised Community and Recreation Facilities.

Specialised facilities for activities such as athletics and lawn bowls were not costed in because there is no define strategy to provide for them.

Indoor Sport and Leisure Centres

Indoor sports, aquatic and leisure centres were not costed in because there are no defined strategies to provide for them.

Costings

Council's 2003 review calculated a total of \$702.30 per dwelling for Community Infrastructure, based solely on community centres, tennis courts, and limited high standard recreation facilities. This is indexed to \$781.05 per dwelling in the September quarter, 2007, and summarised in the table below:

ITEM	UNITS REQUIRED	JUNE 2003 UNIT COST \$	JUNE 2003 COST \$	SEPT 2007 COST \$
Community Centres (e.g. Pre-school, maternal and child health)	3	\$1,946,900	\$5,840,700	\$6,503,944
Indoor Leisure Centre	0.5	n/c in	n/c in	n/c in
Libraries	0.5+	n/c in	n/c in	n/c in
Tennis Courts – 6 courts & facilities	6	\$705,425	\$4,232,550	\$4,713,180
Higher standard football/cricket – 200 seat stand – extra parking (200)	2	\$1,459,650	\$2,919,300	\$3,250,813
Lawn bowls, greens	1	n/c in	n/c in	n/c in
Athletics centre	0.5	n/c in	n/c in	n/c in
Aquatic centre	0.5	n/c in	n/c in	n/c in
Cost (Total)			\$12,992,550	\$14,467,928
Cost (per dwelling)			\$702	\$782

Table 7: Tarneit West Costings – Community Infrastructure

It could be argued that Council should raise its requirements for community infrastructure contributions in Tarneit West from \$782 per lot (in September 2007 terms) to the \$900 per lot cap. However this has not occurred in Tarnet West because:

- The community is classified as infil, with residential developments to the north, east and south; and
- The adjacent communities contribution levels were all set by the end of 2,000, all below those proposed in Tarneit West.

A library, alone would take the total cost past the \$900 cap, and a library is clearly proposed at the Rose Grange Community Centre. However, the existing Heaths Road library is equally close, so clear extra community benefit is doubtful.

It is therefore considered that Tarenit West's community infrastructure contributions should remain at \$782 per dwelling, indexed from the September quarter of 2007.

For developments that provide substantial indoor and outdoor recreation areas, as in the case of retirement villages, it is believed that there is a case to "cap" community infrastructure requirements at a realistic level. It is believed that such a cap should be at least \$11,730 per net developable hectare, equivalent to the cost for 15 dwellings per hectare, subject to conditions.

Council has determined the level of infrastructure to be provided in new communities on a category-by-category basis. Distributions of such centres are then planned to optimise accessibility to community facilities.

Development contributions from Wyndham will be used to fund improvements to existing facilities at The Grange, including the provision of an additional community meeting room. Contributions will also go towards furthering early childhood services and community meeting facilities at Tarneit Gardens.

Wyndham North (in the Rose Grange area) has been selected as one of 3 locations for additional library branches in Wyndham. Tarneit West is within 4km, but the recently updated branch at Werribee Plaza Shopping Centre is also within 3-4km to the south-east, at the new community's nearest major activity centre.

Other Development Infrastructure

Under the May 2003 Direction by the Minister for Planning, (aside from main roads and drains), other development infrastructure includes:

- Land for community facilities;
- Basic improvements to public open spaces, including earthworks, landscaping, fencing, seating and playground equipment; and
- Building and works for:
 - Maternal and child health centres;
 - Child care centres;
 - Kindergartens;
 - And any of these in combination.

Standards of Provision

Land for Community Facilities

As noted under "community infrastructure", Council has acquired two reserves for community facilities and intends to purchase a third. The third will increase total acquisition costs for such land in Wyndham North to about \$1.604m in cash and kind, or \$86.68 per dwelling.

Basic improvements to Open Space (includes Facility Components)

The Wyndham North area will be served by over 100 hectares of public open space. Its development will include:

- At least 45 playgrounds, at an average cost of \$27,500 (a total of \$1.378m);
- Over 40 ha. of internal sporting reserves and a similar area in major active reserves just outside the community; and

- Development of at least 10 senior and junior ovals, and 9 soccer fields, plus basic access, parking, change rooms and toilets.

These works would cost at least \$5,523 million for the ovals and \$2,453 million for the soccer fields, excluding the high quality and specialised facilities referred to above.

Child Health and Pre-School Centres

The minimum of three community centres, partly costed under Community Infrastructure, will each include a maternal and child health centre and a two room pre-school. These components are treated as “other development infrastructure”, so need to be costed separately. As shown by the table below, the pre-school components cost about \$1.789m each, plus about \$337,000 for the child health – pre-school components.

Three such centres and the pre-school and health centre components will cost \$6.378m, or \$345 per dwelling. (This is again conservative, as the projected Wyndham North population is expected to need to be supported by a fourth, smaller centre.)

The costs of access, parking, change rooms and toilets will be more nearly optimised if ovals and soccer pitches can be provided in two and threes. Although not always achievable, these facilities are therefore costed in groups as below:

ITEM	UNITS REQUIRED	JUNE 2003 UNIT COST \$	JUNE 2003 COST \$	SEPT 2007 COST \$
Land for Community Centres, etc.	3	480,000	1,440,000	1,603,520
Pre-schools (two rooms)	3	1,606,375	4,819,125	5,366,364
Maternal and Child Health Centre	3	302,900	908,700	1,011,888
Basic Development for:				
*football / cricket *1	5	991,900	4,959,500	5,522,679
*soccer *2	3	734,300	2,202,900	2,453,051
Cost (Total)		4,115,475	14,330,225	15,957,502
Cost (per dwelling)			\$841	\$937

*1 Each 2 ovals & 1 basic change facility; and

*2 Each 3 pitches & 1 basic change facility

Table 8: Tarneit West Costings – Other Development Infrastructure

In summary, the table above shows that in 2003, Council estimated that such “other development infrastructure” would cost about \$841 per household, converting to \$937 in September quarter, 2007 terms. Real costs are likely to be somewhat higher. However, as in the case of “community infrastructure”, the Development Contributions Plan does not seek full cost recovery because the affected locality is a fairly small infill, surrounded by housing on three sides. In addition, more work is needed to more fully define costs before major new urban areas are released.

Community Services

The Tarneit West development area will be served by an existing Community Centre, The Grange on Hogans Road along with a proposed centre to be located north of Sayers Road within the Tarneit Gardens Estate (Cowies Hill).

Development contributions from the ODP area will be used to fund improvements to existing facilities at the Grange, including the provision of an additional community meeting room. Contributions will also go towards further early childhood services and community meeting facilities at Tarneit Gardens.

Community facilities provide by Council within centres include:

COMMUNITY FACILITIES	
Early Childhood Services	Maternal and child health centre; Playgroup; Kindergarten
Community Meeting Facilities	Public meetings; Adult education; Recreational Activities
Youth Activity Centre	Service for 30-50 young people

Table 9: Community Services Facility Provision

Development Contributions

ITEM	LEVY (PER HA)	COMMENTS
Community Infrastructure	\$782.05 per lot/dwelling (\$11,730.75 per hectare based upon density of 15 lots/dwellings per hectare) Subject to CPI from September 07 quarter	Includes community centres and meeting rooms
Other development infrastructure	\$937.06 per lot/dwelling (\$14,955.90 per hectare based upon density of 15 lots per hectare) Subject to CPI from September 07 quarter	Includes maternal and child healthcare centres, kindergartens and development of sports ground facilities.
Public Facilities (7.5%)	Will be based upon current land value to be defined by a panel of valuers.	Will be taken as land or cash in lieu, dependent upon location

Table 10: Development Contributions

Westmeadows Lane and Marquands Road Development Contributions Plan

The two planned community centres in the area will each include maternal and child health centres and a two room pre-school. As shown the table below, the pre-school components cost about \$1.789m each, plus about \$337,300 for the child health-pre-school component (in September 2007 terms).

Three such centres' pre-school and health centre components will cost \$6.378m, or \$345 per dwelling.

ITEM	UNITS REQUIRED	JUNE 2003 UNIT COST \$	JUNE 2003 COST \$	SEPT 2007 COST \$
Land for Community Centres, etc.	3	480,000	1,440,000	1,603,520
Pre-Schools (two rooms)	3	1,606,375	4,819,125	5,366,364
Maternal and Child Health Centre	3	302,900	908,700	1,011,888
Playgrounds	45	27,500	1,237,500	1,378,025
Basic Development for :				
• Football / cricket * 1	5	991,900	4,959,900	5,522,679
• Soccer*2	3	734,300	2,202,900	2,453,051
Cost (TOTAL)			15,567,725	17,335,529
Cost (PER DWELLING)			841	937

*1 Each 2 ovals & 1 basic change facility; and

*2 Each 3 pitches & 1 basic change facility

Table 11: Other Development Infrastructure Costs, Westmeadows Lane (for 56,000 population)

Westmeadows Lane Development Contribution Plan identifies the following items and related costs:

ITEM	COST	COMMENTS
Major Active Facilities	\$513.25* per net developable hectare Subject to CPI from September 2007 quarter.	The major active facilities being acquired from this contribution is south of Sayers Road, Truganina. 12.5% of the purchase cost is charged to 'Cell C'.
Community Infrastructure	\$782.05* per lot/dwelling or for retirement villages and similar developments that comply with the provisions of section 5.7.2. \$11,730.75*per net developable hectare. Subject to CPI from September 2007 quarter.	Includes community centres and meeting rooms.
Other Development Infrastructure	\$937.06* per lot/dwelling or for retirement villages and similar developments that comply with the provisions of section 5.7.2. \$14,055.90*per net developable hectare. Subject to CPI from September 2007 quarter.	Includes maternal and child healthcare centres, kindergartens and development of sportsground facilities.

Table 12: Westmeadows Lane Development Contribution Plan

Wyndham North

Local Community Services

Overview

The broad range of community facilities and services required within the development area is difficult to predict in detail as requirements will vary from time to time and upon the structure of the community as it develops. The provision of community services can only be indicatively addressed at this stage with no adopted development strategy or growth projection.

Any facility nominated at this stage will need to be flexible and adaptable to the changes envisaged and is indicative of the broad community needs only. A range of community services will need to be developed progressively as community needs are determined. Consideration should be given to the provision of multi-purpose centres capable of providing a range of services from one location.

However, based on existing demographic profile of Werribee, projected growth rates and population structures the following assessments are made.

Criteria for Locating Community Facilities

Community facilities will usually be provided within multi-purpose centres, enabling a range of services to be provided from each site. The types of facilities provided in each centre will vary but could handle a pre-school, maternal and child health, senior citizens, meeting room etc. It is not possible to indicate exactly what mix of facilities will be provided in each centre at this stage. It should be noted, however, that the centres will be designed with maximum flexibility, so as to be able to respond to the needs of the initial population and the changing needs of the community over time.

Community Activity Centres

The concept of a community centre is to locate a range of community facilities and services in one location. These would be sited centrally to the population served and a range of special services. The District Activity Centre will provide a range of major services to the whole sub-region and will be located in conjunction with the major retailing centre.

Ancillary Community Services – Non Local Government

In addition to publicly funded facilities identified a wide range of services provided by the private and state sector should be provided for. The following facilities should be considered.

- Hospital – If not located within the sub-region, the requirements of the sub-region on outside facilities will need to be considered.
- Private Schools – Consideration of a negotiation with providers of such a service will need to be considered

SERVICES PROVIDED	DESCRIPTION
Early Childhood Services	Maternal and Child Health Centre Kindergarten Play Group
Community Meeting Facility	Available for: Public Meeting Adult Education Recreational Activities
Youth Activity Centre	Capable of providing a service for 30 – 50 people
Elderly Persons Centre	Meeting and recreational facilities
Community Health Centre	Outreach service from the main district service

Note: Facilities should not in all cases will be co-located on the one site. Distribution throughout the development area at central, easily accessible locations is desirable

Table 13: Wyndham North

Point Cook

Community Services

A new community of 9,000 – 10,000 people will generate the need for a multi-purpose community centre. The community centre will require one hectare of land for its future construction and will require that it is co-located with the neighbourhood activity centre and primary school. The multi-purpose community centre will provide capacity for the community facilities outlined below:

COMMUNITY FACILITIES	
Early Childhood Services	Maternal and child health centre; Playgroup; Kindergarten
Community Meeting Facilities	Public meetings; Adult education; Recreational Activities

Table 14: Community Facilities – Point Cook

Wyndham City Council will manage the design and construction of the community centre which will be largely funded by development contributions.

Services to be Provided

A neighbourhood community centre is used to provide a wide range of services by both Council and other providers ranging from kindergartens, health services, adult education and youth services, etc. They also fulfil the role of a “community hall”. The range of services and standards of provision are included in the figure below:

SERVICE	FLOOR AREA
Kindergarten x2	300m ²
Bathrooms	30m ²
Maternal and Child Health x2	80m ²
Craft Room	60m ²
Youth Facility or Senior Club	100m ²
Meeting Rooms for 60 people	150m ²
Large Hall	150m ²
Large Kitchen	50m ²
Office Entry & Storage	100m ²
Bathroom	40m ²
Communal Area	200m ²
	1260m²

Table 15: Floor Area – Standards for Community Services

Shared use of floor space for many services is feasible which enables more efficient use of floor space.

Standards of Provision

It is anticipated that each centre will occupy a floor area of between 1,000m² and 1,200m² on a site of at least 6,000m². The size of the centre and range of services offered means that each centre will be able to serve a relatively large population of approximately 16,000 residents.

Because of the size of the population catchment served, each centre will need to be located centrally with access to public transport and co-located within an activity node that includes open space. Key locational criteria include:

- Located on a collector or arterial road;
- Co-located with an open space;
- Preferably co-located with a primary school;
- Located on a designated or planned public transport route; and
- Centre sites do not directly abut residential dwellings.

Sitting of Community Centres

With a projected population of 48,000, it is anticipated that Point Cook will ultimately require three neighbourhood community centres. It is proposed to locate that central to projected catchments of 16,000 population. Sites are nominated at three locations co-located with activity centres and primary schools. The figure below identifies general locations for centres.

The figure below summaries the required development contributions:

ITEM	APPROXIMATE COST
Community Infrastructure	\$766.07 per lot (indexed in accordance with CPI form Sept 06)

ITEM	APPROXIMATE COST
Other Development Infrastructure	\$917.91 per lot (indexed in accordance with CPI form Sept 06)
Facilities (7.5%)	Where cash in lieu of land is provided, the amount will be based upon current land value to be defined by a panel of valuers

Table 16: Development Contributions Summary Table

The facilities to be located in Point Cook at displayed in the figure below:

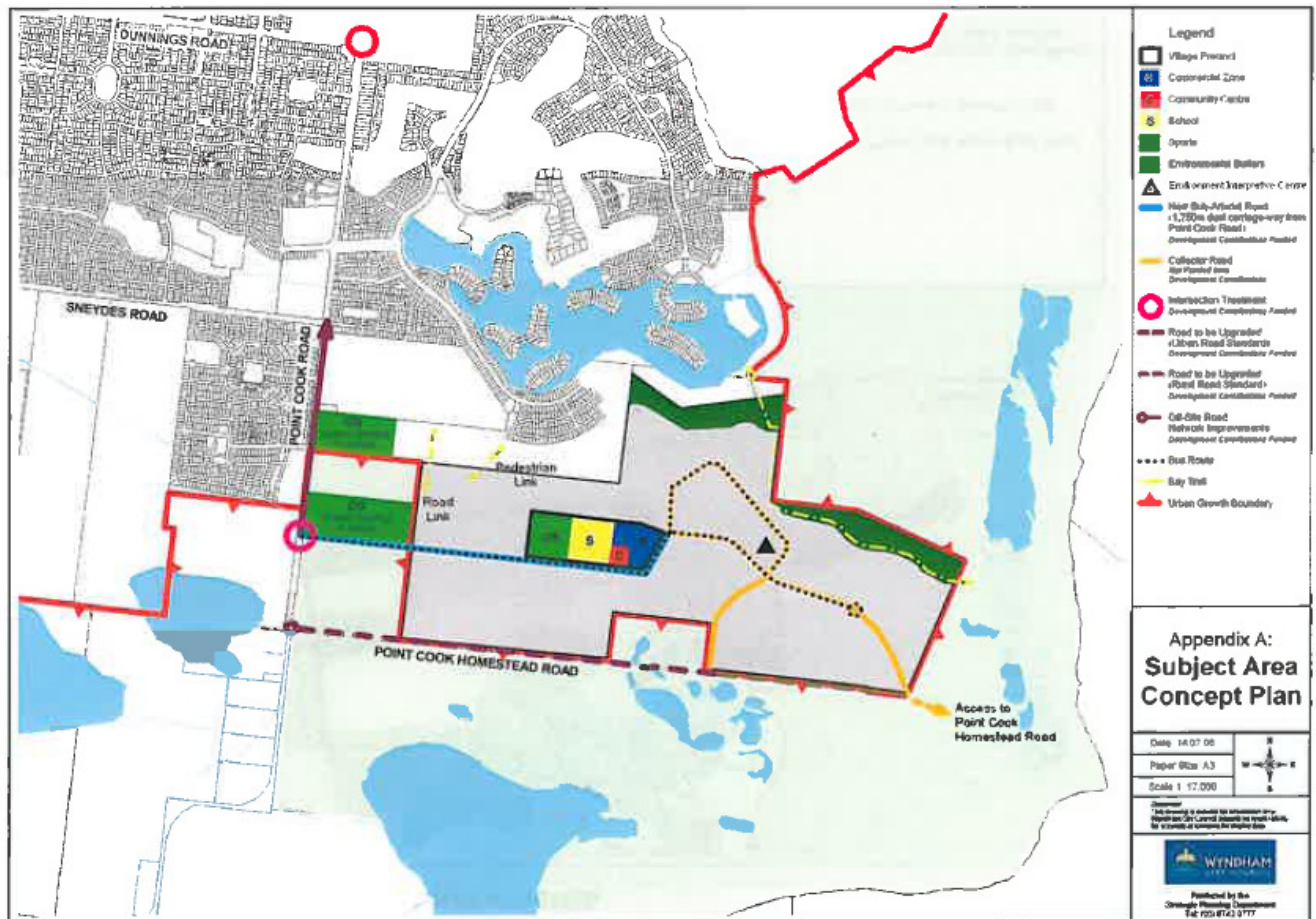


Figure 7: Point Cook – Concept Plan

Analysis of Facilities

To examine the impacts of demand on facilities it needs to be addressed by asset group.

Upgrade/New Facilities

The expenditure on new facilities and the upgrade of existing facilities over the next ten years will produce an increase in replacement value of the portfolio from \$125 million to \$335 million. This is based on the projects defined in the capital works program identified through WCC's analysis of future demand.

Renewal Expenditure

For Council to maintain the existing levels of service it needs to ensure that adequate funding is provided for the renewal of existing facilities. This funding would include both maintenance and renewal funding.

Based on an average 50 year life of the facilities the average renewal expenditure should be approximately \$2.5million. However, based on the previous condition audit the facilities have a remaining life of 42 years implying the average renewal expenditure should be approximately \$3million. Based on an average life of 80 years the average renewal expenditure should be approximately \$1.9million.

It is noted that the average renewal expenditure over the next ten years is \$1.1million³. This level of expenditure is clearly unsustainable over the life of the facilities and will need to be increased to cater for the required renewal expenditure or the maintenance budget increased to maintain the current service levels.

With the increase in the value of the asset portfolio over the next ten years the average renewal expenditure will increase significantly however, this will not start to take affect for another twenty years or so.

Operations and Maintenance

The operations and maintenance budgets are agreed on an annual basis. Typically, the maintenance costs for facilities range between 1% and 4% of the capital cost depending on the complexity of the facilities. Using this as a guide, the annual maintenance expenditure should be between \$1.25million and \$5million. Upon observation most of the facilities would be towards the simple end of facilities so using 1.5% of replacement value as a guide the current maintenance budget should be \$1.9million per annum. The current operating budget represents 0.95% of the current replacement value.

Taking into account future growth over the next ten years the operations and maintenance budgets should increase to \$3.0million and \$3.8million respectively. As many of the facilities will be new the maintenance should be controllable in the early years implying the actual levels of maintenance expenditure may not be as high as those calculated above. In addition, smart design of the new facilities should assist in reducing the projected operational costs.

The operations and maintenance costs will need to be monitored on a yearly basis.

³ This excludes the renewal component of the upgrade expenditure.

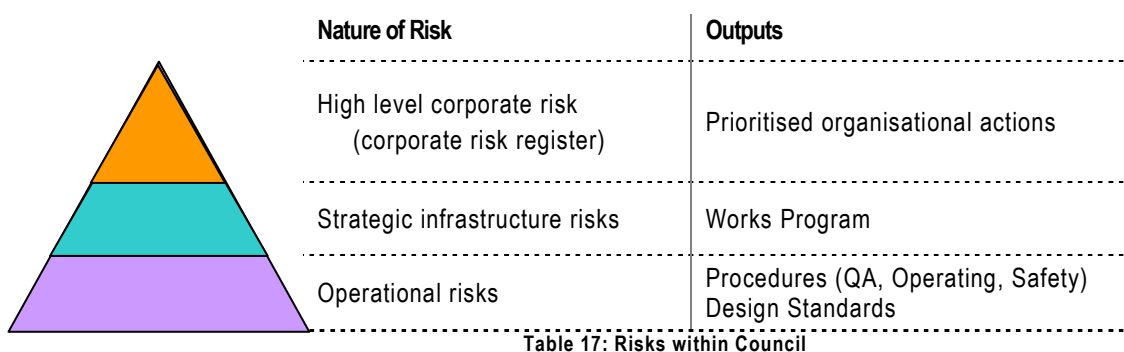
5.0 Risk Management

This section outlines WCC’s risk management framework. It will form the basis of decision making for works associated with operations, maintenance and capital expenditures.

The objective of risk management is to identify the business risks associated with the ownership and management of the facilities and identify the direct and indirect costs associated with these risks. Council has commenced this process and the outcomes of the register are included in this section.

5.1 CORPORATE RISK

Council is subject to risks at corporate, strategic and operational levels as illustrated below.



Nature of Risk	Outputs
High level corporate risk (corporate risk register)	Prioritised organisational actions
Strategic infrastructure risks	Works Program
Operational risks	Procedures (QA, Operating, Safety) Design Standards

Table 17: Risks within Council

WCC is committed to ensuring that all risks inherent in Council's service delivery are effectively managed. Risk Management is an integral part of good management practice. Council has in place the following risk documentation, data and systems:

- Risk Management Policy, 2007;
- Risk Management Strategy, 2007; and
- Risk Management System (Sentinel).

5.2 RISK MANAGEMENT POLICY, 2007

Council’s risk policy is to manage risks in compliance with, or exceeding the minimum requirements of Australian/New Zealand Standard of Risk Management (AS/NZS 4360). Council will also be guided by the Management of Advisory Board – Management Improvement Advisory Committee (MAB-MIAC) Guidelines for Managing Risk in the Australian Public Service.

WCC is committed to proactively manage all risks inherent in its operations. The purpose of the policy is to define the responsibilities of staff and management in the risk management process, and provide guidance to line management for the effective identification and treatment of operational risk. Council recognises that the effective management of risk will help ensure the on-going delivery of services and amenities enjoyed by all ratepayers, residents and visitors to the City of Wyndham.

The main policy objectives of managing risk are to:

- Maintain the highest possible standards for services provided by Council;
- Safeguard Council’s assets – people, financial, property and fleet;
- Create an environment which enables Council to deliver services and meet performance objectives in a timely, efficient and effective manner;

- Ensure resources and operational capabilities are identified and deployed responsibly and effectively;
- Demonstrate transparent and responsible risk management processes which align with accepted best practice; and
- Ensure cost effective outcomes.

5.3 RISK MANAGEMENT STRATEGY, 2007

The Risk Management Strategy outlines the strategic approach for identifying and managing risks for all Directorates within Council. The Strategy aims to bring about a co-ordinated approach to all risk management practices. Wyndham City Council's Risk Management Strategy is endorsed by the Executive Management Team and sets the risk management direction for all Directorates.

When analysing risks the process should identify, evaluate and implement appropriate strategies to achieve Council's objectives and to continue to manage operations. Risk management includes economic well-being, social equity and environmental considerations. A thorough risk management analysis examines both the effects of risk and the ability to develop and improve Council's performance.

The goals for 2006/2008 including their current status are detailed in the table below:

GOAL	STATUS
Review Risk Management Strategy and develop an "embedded" Risk Management System (Sentinel)	Completed
Continue risk management planning process across all of Council	On-going - part of the business plan for all departments
Promote the use of Sentinel Database for the storage, monitoring & reporting of risks	On-going
Improve the CMP Audit score to 80%	Completed – the last audit results were at 86%
Develop a proactive tree inspection program on streets & Council owned reserves	In Progress

Table 18: Risk Management Strategy Status

5.4 HIGH LEVEL RISKS

WCC have not yet identified the infrastructure risks for facilities however the important of this exercise has been recognised. Some example risks are listed below:

- Fall from a height above 2 meters causing injury or death caused by inadequate roof safety systems and ladder access points;
- Defective electrical fixtures and fittings causing injury or death from electrocution;
- Buildings are damaged through vandalism and break in;
- Roof leaks causing damage to building internals;
- Utility failure causing loss of service;
- Access for people with disabilities is not provided;
- Buildings are not fit for purpose;
- Buildings flooded due to blocked pipes;
- Water filter equipment failed; and
- Increased energy costs to Council.

5.5 OPERATIONAL RISK

All construction and maintenance work on facilities and playgrounds are undertaken in accordance with the relevant occupational, health and safety legislation, Code of Practice for Worksite Safety – Traffic Management and Council’s adopted Safety Procedures.

Supervisory staff ensure facilities maintenance staff are aware and trained to ensure all rectification works comply with the above.

Operational risks associated with the management of facilities have been identified as:

- OH&S;
- Public safety;
- Security of facilities;
- Confined Space Entry;
- Working from Heights; and
- Badly lit facilities grounds.

5.6 ASSET CRITICALITY

Criticality takes into consideration low to medium risk assets that may have a high consequence should they fail. It recognises that while risk is low, assets can still fail and in doing so impact significantly on council. In this instance contingency plans are implemented should a failure occur or maintenance activities implemented to prevent failure.

A criticality analysis is used to identify the business critical infrastructure and develop a preventative maintenance program to manage the critical infrastructure as well as identify those assets where inspections or minimal maintenance can be applied without a detrimental impact on the business.

The application of criticality provides a level of certainty and confidence that the preventive maintenance program is appropriate and that the level of attention needed for the assets with respect to future planning is also appropriate. The prioritisation of future works can be based on criticality in conjunction with its counterpart, “**Risk**”.

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6.0 Lifecycle Management Plans

As Wyndham’s asset base continues to grow at a rapid rate, Council needs to allocate a greater proportion of its overall budget funding to maintain these assets. As the asset base increases through the building of facilities, community centres and public facilities, staff levels will also need to increase to allow these facilities to be properly serviced and maintained.

As future budgets increase, ratepayers are likely to see a significant increase in the overall cost of services. Federal and State Government cost shifting can also have an impact on Council’s future service budgets. Cost shifting is a practice that Federal and State Governments have employed by various means in the past, but is generally where other tiers of government impose additional legislative or service obligations on local government without an adequate financial allowance (i.e. government grants) for these additional burdens. The result is the imposition of higher costs imposed on Council budgets.

Council has also strongly advocated in the past that State and Federal grant monies have not kept up with Wyndham’s rapid population growth. This has a significant impact on future budgets as service costs in Wyndham are increasing due to inflationary factors and demand factors. If funding levels do not reflect Wyndham’s rapid population growth, the end result is a higher nett cost to Council and higher rate increases.

6.1 OVERVIEW

Council must ensure that it manages all assets on a life cycle basis, with full knowledge of the social, environmental and financial costs, benefits and risks associated with the asset. The life cycle model must give proper consideration to each phase of an asset’s life from inception through to disposal. This life cycle model is illustrated in the figure below:

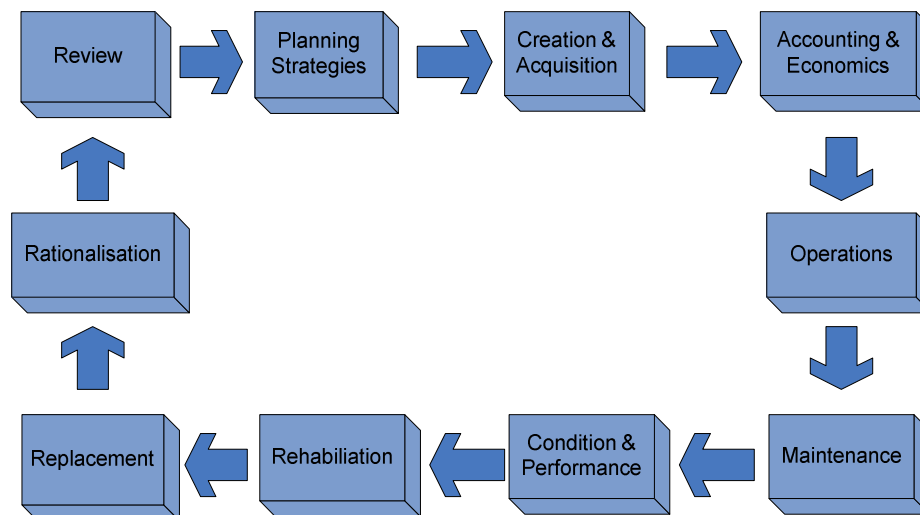


Figure 8: Lifecycle for Asset Management

This lifecycle management plan has been developed to cover the following asset groups:

- Caravan Park;
- Child Care;
- Civic;
- Community Centre;
- Council Depot;
- Girl Guides Hall;

- Kindergarten & M&CH;
- Kindergarten;
- Library;
- Others;
- Playgroup;
- Public Hall;
- Public Toilet;
- RDF (Refuse Disposal Facility);
- Recreation;
- Scouts;
- Sports; and
- Youth Centres.

Lifecycle Activities

The work categories used for the lifecycle plans are defined below.

Operations - An activity that has no direct effect on asset condition, consumes resources and is necessary to keep the asset functioning. The operations expenditure is not readily distinguished from maintenance expenditure in the Council's financial systems.

Typical operational activities include:

- Inspections;
- Facility cleaning;
- Rubbish removal; and
- Security patrol.

Maintenance – An activity that will retain / maintain the asset's current condition or performance level. Routine maintenance is the day to day work required to keep assets operating at required service levels, and falls into two broad categories:

- Planned (proactive) Maintenance: Proactive inspection and maintenance works planned to prevent asset failure; and
- Unplanned (reactive) Maintenance: Reactive action to correct asset malfunctions and failures on an as required basis (i.e. emergency repairs).

Typical activities include:

- Gutter cleaning;
- Painting;
- Windows sealing; and
- Building repairs.

A key element of AM planning is determining the most cost-effective blend of planned and unplanned maintenance.

Renewal / Replacement – An activity that replaces an asset with one that meets contemporary functional requirements. These works are defined as being the:

- Renewal and rehabilitation of existing assets to their original size and capacity, or,
- Replacement of the entire component of the asset with the equivalent size or capacity.

Examples of renewals expenditure include:

- Roof replacement;

- Carpet replacement; and
- Air condition unit replacement.

Upgrades – Upgrade work is related to the extension or augmentation of an asset in response to growth or an increase in the defined levels of service.

Upgrades are defined as assets either being:

- Works which improves an asset beyond its original size or capacity; or
- Works which increase the capacity of an asset; or
- Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.

Upgrade activities may include:

- Expansion of Leisure Centre;
- Extension to a public hall; and
- Sports facility – additional rooms.

New Works – acquisition, purchase or inheritance of an asset. Projects (including land purchase) for the extension or upgrading of assets required to cater for growth or additional levels of service, including:

- Works which create an asset that did not exist in any shape or form, or
- Upgrade works which increase the capacity of an asset, or
- Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.

New assets required for growth are distinguished from those required for improvements to levels of service, because of differences in how these assets can be funded. Growth related works can also be separated into those that are Council funded (including those funded by developer contributions), and those that are vested in the Council as a condition of development.

Disposal – Sale, removal or decommissioning of an asset.

These work categories must be separately identified and accounted for because, broadly:

- **Operational** expenditure must be expensed in the financial year it is incurred: it can be a “life-cycle” asset cost in that it may influence the timing of renewals, but unlike maintenance, the activity does not physically alter the condition of the asset;
- **Maintenance** expenditure must also be expensed in the financial year it is incurred, and is a “life-cycle” asset cost as it physically changes the asset and is a determinant to the timing of renewals;
- **Renewal** expenditure is capitalised, replaces the existing asset base, and is directly related to the on-going replenishment of “service potential”;
- **Upgrades** are capitalised, and the asset base modified (as appropriate);
- **New** assets are also capitalised, and add to the asset base; and
- **Disposals** reduce the asset base.

Council does not currently have a policy/plan for the disposal of its facilities. Council does however consider through its planning process the consolidation of services and creation of multipurpose buildings. This process may identify facilities that are no longer required, including demolition or sale of property.

Committees of Management

Committees of Management must form an agreement with Council using the 'Community Centre Management Agreement, 1 July 2011 to 30 June 2014, before taking on management of a Council owned facility. All management responsibilities for the facility, including coordinating all day-to-day functions, activities and programs lie with the Committee of Management.

Maintenance

The Committee of Management has the following responsibilities in regard to maintenance of the facility:

- Undertake quarterly Occupational Health and Safety Inspections of the Premises (excluding the areas of Permanent Tenants) and keep appropriate records;
- Maintain the Premises in accordance with the attached Maintenance Schedule (Appendix C);
- Undertake no additions or alterations to the Premises without first obtaining the written approval the appointed Council contact officer;
- Ensure that any additions, alterations or repairs to be made to the Premises comply with all applicable legislation, regulations or local laws;
- Following installation of additional fixtures (i.e. fittings which are attached to the Premises), the Committee of Management must notify Council's Insurance Officer to complete an asset registration form, to ensure these items become Council property, and as such is covered by Council's insurance policies; and
- Upon presentation of appropriate identification, permit Council and its approved contractors to enter the Premises for inspection or carry out maintenance, repairs or other works.

Cleaning

The Committee of Management has the following responsibilities in regard to cleaning of the premise:

- Ensure that the Premises and equipment are maintained at satisfactory levels of cleanliness and hygiene and to comply with relevant legislation, regulations and local laws;
- Ensure that all cleaning contractors engaged for a total cleaning service by the Committee of Management will provide a total cleaning service to the Centre and will include:
 - General & Periodic Cleaning;
 - Cleaning on Request;
 - Window Cleaning;
 - Carpet Cleaning;
 - Maintain vinyl flooring in accordance with manufacturers specifications; and
 - Provision of toilet supplies including; sanitary bins, toilet paper, soap and hand towels.

Leased Buildings

Leased Council Owned Facilities

A list of all leased Council facilities is included below:

FACILITY NAME	ASSET GROUP	LESSEE
Old Shire Offices	Community Centre	Werribee Historical Society

FACILITY NAME	ASSET GROUP	LESSEE
Werribee Sports and Fitness Centre	Sports	Werribee Basketball Centre Ltd
Werribee West Family Centre	Community Centre	Early Childhood Management Services
Powell Drive - Noah Ark early Intervention Services	Kindergarten & M&CH	WCC & Noah's Ark Family Resource and Toy Library for Children with Special Needs Inc.
Mossfiel - Child Care Centre	Child Care	Early Childhood Management Services Inc.
Diggers Road - Memorial Hall	Public Hall	Werribee Concert Band
Wyndham Vale Community Hall	Community Centre	Country Fire Authority
Iramoo Community Centre	Community Centre	Iramoo Community Centre
Wyndham Vale Resource Centre	Community Centre	Western Region Environment Centre
JA Nicol Pavilion	Sports	Hoppers Crossing Sports Club Inc
Hogans Road Hall (Portable)	Community Centre	Rotary Club of Hoppers Crossing
The Grange Community Centre	Community Centre	The Grange Community Centre
Heathdale Toy Library	Library	Wyndham Little Buddies Toy Library
Heathdale Community Centre	Community Centre	Heathdale Neighbourhood Association
Civic Centre - State Emergency Service	Civic Centre	Victorian State Emergency Centre
Civic Centre Portable Building (Meals on Wheels and Playgroups)	Civic Centre	Weerama Festival Committee Inc
Presidents Park - Obedience Dog Pavilion	Sports	Werribee Dog Obedience Club
Quantin Binnah Community Centre	Community Centre	Quantin Binnah Community Centre
Yerambooe Community Centre	Community Centre	Yerambooe Community Centre
Wyndham Arts Alliance Building	Recreation	The Wyndham Arts Alliance Inc
Lawrie Emmins Reserve - B24 workshop	Others	B24 Restoration Group
Lawrie Emmins Reserve - B24 storage building	Others	B24 Restoration Group
Lawrie Emmins Reserve - B24 amenities building	Others	B24 Restoration Group
Lawrie Emmins Reserve Hall (Scouts)	Scouts	Boy Scouts Association of Victoria
Chirnside Park - Mason Farrelly Pavilion	Sports	Werribee Football Club Inc.
Sodiers Reserve - St. John Ambulance Pavilion	Others	St Johns (Ambulance) Holdings
Soldiers Reserve - St. John Ambulance Pavilion Garage	Others	St Johns (Ambulance) Holdings
Willmington Community Centre	Community Centre	Wilmington Community Centre
Wayaperri House	Community Centre	Werribee Community Centre
Jamieson Way Community Centre	Community Centre	Jamieson Way Community Centre
Heathdale House	Community Centre	Smith Family

FACILITY NAME	ASSET GROUP	LESSEE
Chirnside Park - Fishing Club	Sports	Werribee & District Angling Club
Chirnside Park - Bowling Club	Sports	Werribee RSL Sub Branch Inc. (Werribee Bowling Club)

Table 19: Leased Council Owned Buildings

Facilities that Council Lease

WCC only lease one building which is the library on Heaths Road. The per annum cost to Council from the 19th January 2011 is \$226,234 for this plaza library facility.

Lifecycle Management Structure

The management structure established by Council for managing the lifecycle of its facilities is identified in the following figure:

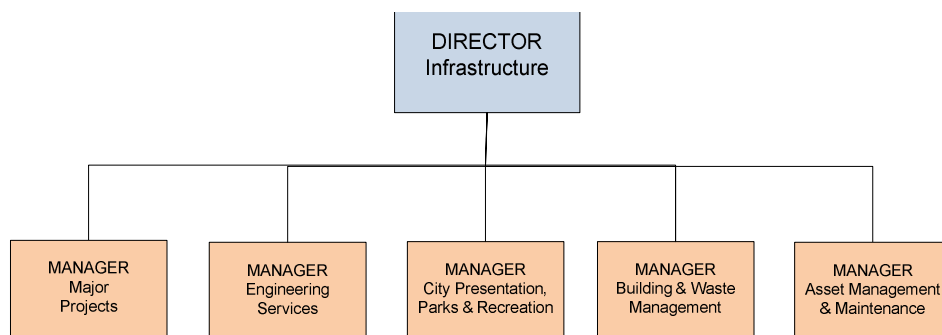


Figure 9: Management Structure

6.2 FACILITIES

Key Issues

Issues relating to the management of Council facilities are included below:

- Resourcing – the number of physical labour in the unit (work crew) is not sufficient;
- Funding – available funding to meet the level of service (condition) of buildings;
- Service level agreements are not standard throughout the organisation;
- Statutory compliance is always changing and need to keep up with the changes e.g. Essential Services;
- Buildings require upgrading to meet DDA compliance requirements;
- Unresolved issue in regard to who is responsible for management of the assets within the facilities including maintenance and renewal;
- Clear work category definitions for maintenance vs capital are undefined;
- Council do not currently record the facility based customer requests;
- There is no formal handover process currently implemented;
- There needs to be better communication regarding future need and sustainability of buildings i.e. using lasting materials.

Asset Description

Wyndham has numerous types of facilities throughout the municipality providing services to all age groups, cultures, needs and lifestyle activities.

A summary of facilities by asset type is shown in the table below:

FACILITY TYPE	QUANTITY (NO.)
Caravan Park	13
Child Care	3
Civic	5
Community Centre	20
Council Depot	9
Girl Guides Hall	2
Kindergarten & M&CH	7
Kindergarten	6
Library	2
Others	15
Playgroup	1
Public Hall	1
Public Toilet	14
RDF	10
Recreation	3
Scouts	5
Sports	98
Youth Centres	1
TOTAL	215

Table 20: Facilities Covered in the Lifecycle Management Plan

Some facilities are run by Council, others Committees of Management and some are leased to external parties.

Asset Performance

Asset performance may be measured by:

1. Age;
2. Condition;
3. Utilisation;
4. Functionality; and
5. Maintenance Histories/Customer Requests.

Asset Condition

A facility condition audit was undertaken in 2009/10 by ACEAM. The audit included an assessment of the condition of the building plus identification of any maintenance issues (defects). MyPredictor is used to determine future planning i.e. renewal and maintenance programs, driven by condition, demand, capacity, utilisation and functionality.

88 buildings and 27 Amenity buildings were included in the audit. 117 amenities and structures were not included in the condition audit i.e. coaches boxes, sheds etc.

The results of the condition audit for buildings are portrayed below:

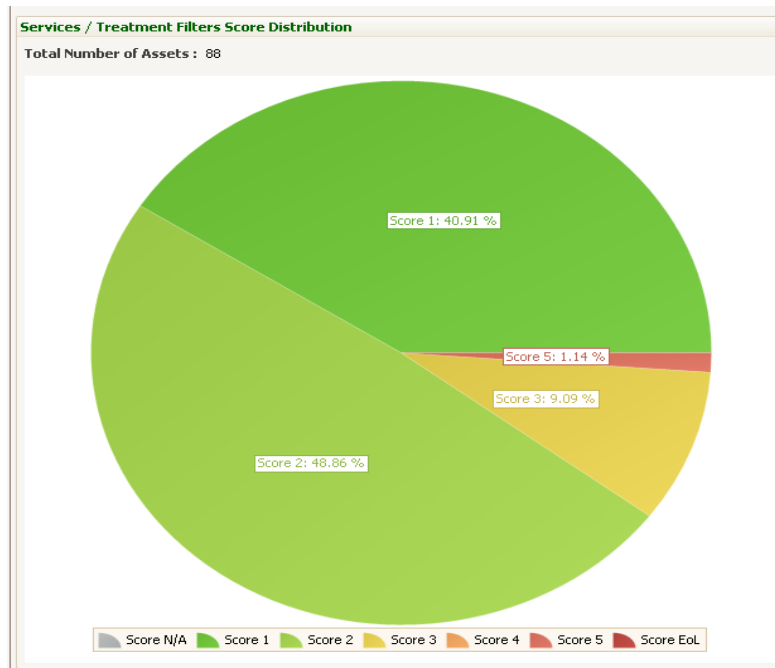


Figure 10: Buildings Condition Chart

As seen above the results for buildings identifies 1.14% of assets are a score of 5. No score 4's were recorded.

The results of the condition audit for amenities are portrayed below:

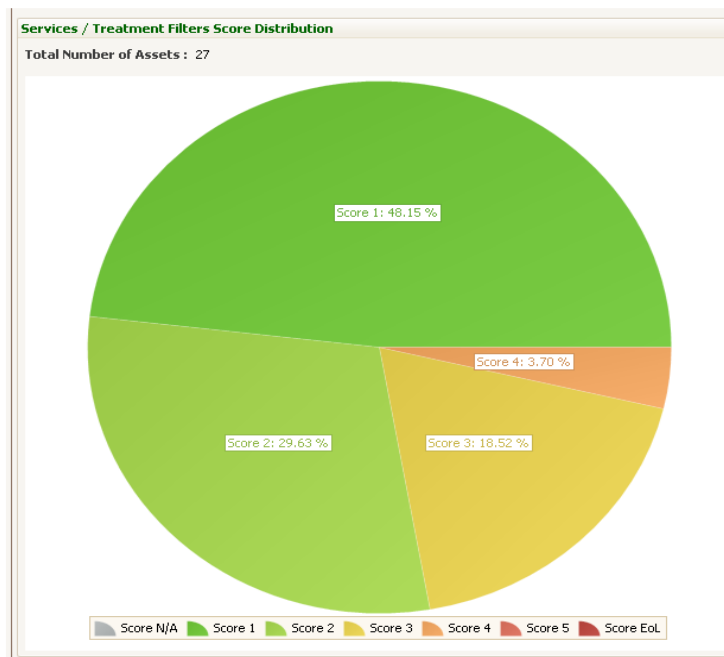


Figure 11: Amenities Condition Chart

As seen above the results for amenities identifies 3.7% of assets are a score of 4. No score 5's were recorded.

In line with the Level of Service for Maintainability (refer section 4.0) being 'Buildings will be maintained to an overall condition rating of 1-3', Council needs to respond to those assets in the score 4 and score 5 range.

Utilisation

As part of the ACEAM audit the capacity of the facilities were assessed using a rating 0 to 5 (over capacity). A score of 3 to 5 indicates that the facility is either nearing capacity or well over capacity. The results indicate the following facilities are a rating 4 or 5 implying they are either over capacity or too small to be used.

LOCATION	FACILITY	COMMENTS
	Willmington Community Centre/Kindergarten	
	Werribee Sports and Fitness Centre	This building is no longer servicing community needs and is due for major upgrades and extensions. Work is ongoing with a planned completion date of 2018.
Chirnside Park	Kiosk	Building is small and is considered to be below the required size for a sports field of this size
(Rear of Community Centre)	Heathdale Kindergarten and M & CH Centre	Numbers of children to double in 2010 from 2009 numbers
Municipal Depot	Pound	Very small office. Has reached animal capacity. Not enough storage, pens and customer service areas.
Lawrie Emmins Reserve	B24 Workshop	
Lawrie Emmins Reserve	B24 Amenities Building	
Lawrie Emmins Reserve	B24 Storage Building	

Table 21: Facilities over Capacity

Function

In addition to the above, ACEAM also rated the facilities for function being 0 – Fit for purpose and 5 being totally non-functional. The results indicate the following facilities are a rating 4 or 5 implying they are either not functional or underutilised.

LOCATION	FACILITY	COMMENTS
	Werribee Sports and Fitness Centre	Due to building no longer serving community needs and not meeting current requirements of basketball design a major upgrade is scheduled for 2015
Refuse Disposal Facility	First Aid/Safety Building	Building is not currently utilised
Chirnside Park	Kiosk	Building is of inefficient capacity and requires extension/replacement in order to improve
Galvin Park	Groundsman's Shed	
Mossfiel Reserve	Cricket Pavilion	Showers need to be tiled for use
Mossfiel Reserve	Public Toilet Block	Half of the block is a derelict shower area not open to the public
Lawrie Emmins Reserve	Scout Pavilion	No internal toilets
Municipal Depot	Pound	No internal toilet facilities
Lawrie Emmins Reserve	B24 Workshop	Old depot building dilapidated and no longer in use
Lawrie Emmins Reserve	B24 Amenities Building	
Lawrie Emmins Reserve	B24 Storage Building	Old depot building dilapidated and no longer in use

Table 22: Non Functional Facilities

Maintenance Histories / Customer Requests

Not currently recorded. The current system the building maintenance team use is not advanced enough to keep track of these. WCC are hoping to see this incorporated in the new AMIS that will be implemented in the next financial year.

Historical Expenditure

Historical expenditure for facilities is detailed below:

	2006/07	2007/08	2008/09	2009/10	2010/11	TOTAL
Operations	\$638,299	\$741,946	\$875,543	\$1,002,798	\$1,153,432	\$4,412,018
Maintenance	\$889,701	\$1,183,924	\$1,281,533	\$1,079,481	\$1,455,875	\$5,890,514
Renewal	\$512,909	\$17,446,442	\$102,250	\$261,874	\$50,000	\$18,373,475
Upgrade	\$8,184,276	\$3,405,612	\$10,515,426	\$6,264,413	\$3,782,000	\$32,151,727
New Works	\$2,249,407	\$9,966,102	\$6,697,904	\$7,444,816	\$6,978,000	\$33,336,229
Total	\$12,474,592	\$32,744,026	\$19,472,656	\$16,053,382	\$13,419,307	

NA - Not Available

Table 23: Facilities Historical Expenditure

The following chart illustrates the historical expenditure over the five year period grouped by expenditure category. The chart indicates a lack of consistency in expenditure within the five years with the exception of operations and maintenance largely due to the high renewal expenditure in 2007/08 financial year.

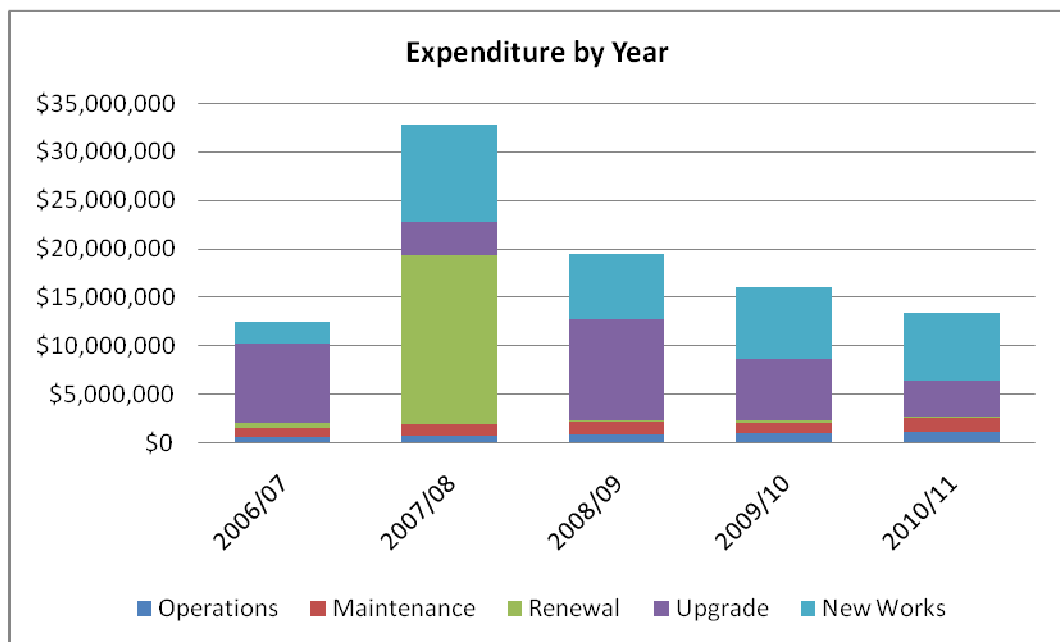


Figure 12: Historical Expenditure by Year

Over the five years the percentage of expenditure by category was:

- Operations (4.7%);
- Maintenance (6.3%);
- Renewal (19.5%);
- Upgrade (34.1%); and
- New (35.4%).

The high levels of expenditure for upgrade and new works demonstrates the impact of growth on the municipality.

Asset Value

The table below identifies the current financial valuation of the facilities:

FACILITY TYPE	CURRENT VALUE (CV)	WRITTEN DOWN VALUE (WDV)
Caravan Park	\$764,576	\$731,905
Child Care	\$1,759,344	\$1,721,761
Civic	\$22,734,856	\$22,413,543
Community Centre	\$31,580,950	\$31,026,186
Council Depot	\$5,033,132	\$4,929,949
Girl Guides Hall	NV	NV
Kindergarten & M&CH	\$3,178,000	\$3,033,176
Kindergarten	\$3,050,000	\$2,979,906
Library	\$9670300	\$9524216
Others	\$298099	\$242386
Playgroup	\$86,000	\$80,669
Public Hall	\$290,000	\$272,024
Public Toilet	\$1,693,904	\$1,527,424
RDF	\$1,640,011	\$1,394,849
Recreation	\$19,154,986	\$18,852,818
Scouts	\$288,000	\$273,718
Sports	\$20,307,344	\$19,286,119
Youth Centres	\$3,135,000	\$3,090,538
TOTAL	\$124,664,503	\$121,381,188

NV – Not Valued

Table 24: Facilities Pavement Value

Works Identification and Prioritisation

Works related to facilities are identified as follows, either through:

- Customer Requests;
- Internal or Stakeholder notification; or
- Proactive inspections undertaken.

Maintenance works identified are prioritised based on safety, compliance and urgency.

It is envisaged that the new condition data received from the last condition audit will drive a 20 year works plan for the facilities. Within MyPredictor, this information will be used to prioritise works.

Capital upgrades and new works are identified based on growth and the need for new services.

Inspections

Facilities are inspected on both a reactive and proactive basis depending on the inspection type. The table below identifies the building inspections undertaken on a proactive basis including the inspections required as part of the Essential Services Act.

ACTIVITY	FREQ	ES
Fire Equipment	6 months 1 inspect 1 test	✓
Emergency and Exit Lighting	6 months 1 inspect 1 test	✓
Paths of Travel	6 monthly	✓
Emergency Evacuation Systems	6 monthly	✓
Fire Detection Equipment	Monthly	✓
Major Air Conditioning	Monthly	✓
Minor Air Conditioning	Quarterly	✓
Paths of Travel to Emergency Exits	Twice every year	✓
Automatic Doors	Quarterly inspection	✓
Lifts	Quarterly inspection and service	✓
Electrical Switchboards (need to check Residual Current Devices')	Unknown	✓
Hot Water Services and Temperature Monitoring Values	6 monthly	
Roof Access and Safety	6 monthly	
Periodic inspections on operational procedures and policies for Contractors including OH&S	13 random audits per quarter – re-inducted annually	
Building condition audit	3 yearly	
Building inspection – defect inspection	Annual	
Testing and Tagging	As per AS requirements	
Ventilation / Air Conditioning	As per manufactures recommendation either monthly or quarterly	✓
Risk audit	Twice every year	

Table 25: Facility Inspections

Disability Access and Commercial Kitchens inspections are not currently undertaken.

OH&S inspections are undertaken on a reactive basis, when required, using the safety map accredited.

Asbestos audits are no longer undertaken as no asbestos is left in visible areas (part 5 of the asbestos regulations).

Operations and Maintenance Plan

The regular and on-going operation and maintenance of the facilities is necessary to:

- Maintain safe infrastructure for all users; and
- Provide facilities that meet user satisfaction and expectations.

The operational activities involved in the ownership and management of the WCC facilities include:

- Inspections;
- Rubbish Bin Pick Up (weekly);
- Security Patrols.

Operational expenses such as utility rates including electricity, water charges, trade waste and commercial waste are all a corporate expense.

Proactive maintenance activities include:

ACTIVITY	FREQUENCY
Cleaning - \$720,000 per year	Daily
Sanitary Disposal – building maint. Unit civic centre only, all other sites by building user	Monthly
Security services – selected buildings	Nightly
Cleaning of building spouting/gutters	Depending on building type – monthly or 6 monthly
Monitoring of selected alarms monitored	Daily
Painting – painting building	Depending on usage of building
Timber floor maintenance – sanding and sealing	Every 4 th year
Floor coverings	Depending on usage of building

Table 26: Facilities – Proactive Maintenance Activities

Reactive maintenance activities include:

ACTIVITY	FREQUENCY
Graffiti removal	As required
Pest Control	As required
Interior & external window cleaning	As required
Air conditioning and heating repairs	As required
Electrical and mechanical repairs	As required
Carpentry	As required
Plumbing	As required
Fire Systems	As required
General Repairs i.e. patch painting, floor repairs	As required
Roof Works	As required
Glazing	As required
Window coverings – replace blinds etc.	As required

Table 27: Facilities – Reactive Maintenance Activities

Contractors and industry specialists assist Council where required to complete the works identified for buildings.

The building budget is calculated using 1.5% of the overall value of the buildings including all maintenance types (reactive and planned). No numbers are available for the surrounds of buildings.

Council produces an annual operations and maintenance budget, however there is no long term plan for the on-going operations and maintenance requirements for buildings and their surrounds.

Playgrounds at Facilities

The incorporated committee looks after the maintenance of the playgrounds in the Kindergartens. If the maintenance work is such that the committee cannot take care of it then they put in a request to the Council to take care of the problem. Once a term an OHS report needs to be done by the committee and submitted to the Council.

An audit is done on the playgrounds twice a year by Urban Maintenance Systems.

Renewal Plan

The renewal works have been identified based on inspections and assessment of the status of the facilities.

PROJECTS	FORECAST COST (\$'000)	NO. YEARS
Depot and Pound Redevelopment	4,450	3
Heathdale Glen Orden Pavilion	2,400	2
Werribee Community Centre Redevelopment	3,000	2
Hoppers Crossing Children's Centre (Occasional Care Centre)	100	1
Old Heathdale Community Centre Refurb.	50	1
Visitor Information Centre Re-location	252	1
Werribee South Hall	460	1
Total	10,712	

Table 28: Renewal Activities

Enhancement/Upgrade Plan

Enhancement and upgrade type activities may include facility functionality changes and building extensions to cater for additional services.

Enhancement/upgrade projects are identified through master planning activities looking at the current community profile of WCC and considering the need for new services or additional services into the future.

The 10 year capital program identifies projects that cater for the increasing population and demographic change currently experienced in the City of Wyndham. Upgrades over the next ten years are identified in the following table:

PROJECTS	FORECAST COST (\$'000)	NO. YEARS
Cambridge Tennis Club & Junior Pavilion - Club House ext, Lighting	350	2
Presidents Park Hockey & Softball Pavilion Redevelopment	550	1
Werribee Sports & Fitness Centre (Note \$6m rolling forward from 10/11)	45,000	4
WLEC - 80 Derrimut Road Optimisation	41,800	5
YRC - Extension	121	1
Cultural Centre 10 year Refurb. and Cyclic Upgrade	270	1
Quantin Binnah Kindergarten Room Extension	1,095	2
Third Kindergarten Room Featherbrook	900	2
Jamieson Way Community Centre Renovation	56	1
Depot Alterations and Portable	220	1
Wyndham Vale North Master Plan Implementation	1,600	2
Victoria University Pavilion Extension & Upgrade	271	2
Total	92,233	

Table 29: Council Funded Facility Upgrades

New Works Plan

New facilities are commonly identified in response to:

- Growth (demand); and
- Recommendations identified in planning and strategy documents.

Given Wyndham is growing rapidly; new facilities are commonly funded as part of sub divisional works. Developers may contribute money and/or land towards building construction.

WCC use a guiding document called 'Planning for Community Infrastructure in Growth Areas' to drive the introduction of additional infrastructure. Such drivers are population ratios and age profiles.

New projects have been identified as a result of the demand analysis undertaken as part of the Wyndham Social Infrastructure Planning – 2040 study. The outcomes of this study were the facilities required by Wyndham in the main growth areas. An extension of this study is about to commence that will identify the timing of the new facilities.

PROJECTS	FORECAST COST (\$'000)	NO. YEARS
Aquatic Centre & Indoor Courts - Regional	30,000	3
Art Centre	10,000	3
Bluestone Green - Pavilion & Car Park	2,250	1
Featherbrook Community Centre Reserve Pavilion	100	1
Hogans Rd Change Room	1,400	2
Homestead Rd Kindergarten - Point Cook	5,540	3
Homestead Rd Reserve Pavilion	2,000	2

PROJECTS	FORECAST COST (\$'000)	NO. YEARS
Mossfiel Reserve Pavilion	4,000	3
Point Cook Sports Pavilion (3 Pavilion Complex)	8,560	2
Tarneit Gardens Community and Ageing Well Centre - DC Funded	10,480	2
Tarneit Gardens Reserve - Pavilion	2,250	2
Tarneit Rise Reserve - Pavilion & Car Park DC Funded	2,000	2
Truganina South (Woods Rd East of Marquands Rd) - Pavilion & Car Park	2,500	3
Truganina South Kindergarten / Children's Centre[1]	2,700	3
Woollahra Rise Kindergarten [1]	2,700	3
Wyndham Vale South Reserve - Pavilion & Car Park	3,000	1
Wyndham Vale West Pavilion, Car Park	2,200	2
Refurbishment of staff amenities - Lower East Wing CC	145	1
Tarneit Nth Kindergarten and Children's Centre	3,104	2
Alamanda Kindergarten and Children's Centre	3,104	2
Total	98,033	

Table 30: Council Funded New Facilities

New facilities being funded by developers are identified in the following table:

PROJECTS	FORECAST COST (\$'000)	NO. YEARS
Depot and Pound Redevelopment	2,000	2
Heathdale Glen Orden Pavilion	5,800	3
Werribee Community Centre Redevelopment	5,350	3
Hoppers Crossing Children's Centre (Occasional Care Centre)	2,500	2
Old Heathdale Community Centre Refurb.	2,200	2
Visitor Information Centre Re-location	2,900	1
Total	20,750	10

Table 31: Developer Funded New Facilities

Disposal Plan

Council does not currently have a policy/plan for the disposal of its facilities. Council does however consider through its planning process the consolidation of services and creation of multipurpose buildings. This process may identify facilities that are no longer required, including demolition or sale of property.

7.0 Financial Summary

This section outlines the long-term operations, maintenance and capital financial requirements for the operation, maintenance, renewal and development of facilities assets based on long-term strategies outlined earlier in the plan. Funding issues are discussed and key assumptions made in preparing financial forecasts are noted.

7.1 10 YEAR FINANCIAL FORECAST

The table below summarises the 10 year financial forecast for WCC's facilities (from 2011/12 to 2020/21). The reasons for the expenditure, specific projects are identified for each asset group in Section 6. Projections are shown in dollar values current as at 1 July 2010 under the headings of:

- Operations (day to day activities);
- Maintenance (planned and unplanned);
- Renewals (rehabilitation and replacement works); and
- Upgrade/New Works (upgrade and creation of assets).

	FUNDING CATEGORIES	EXISTING 10 YEAR EXPENDITURE	PROJECTED 10 YEAR EXPENDITURE	FUNDING DIFFERENCE
Council funded	OPERATIONS & MAINTENANCE	\$26,880,000 ⁴	\$49,972,000	-\$23,092,000
	RENEWAL	\$10,712,000	\$29,712,000	-\$19,000,000
	UPGRADE	\$92,233,000	\$92,233,000	\$0
	NEW	\$98,033,000	\$98,033,000	\$0
Developer funded	UPGRADE	\$0	\$0	\$0
	NEW	\$20,750,000	\$20,750,000	\$0
	TOTAL	\$248,608,000	\$290,700,000	-\$42,092,000

Table 32: Ten Year Funding Gap

As can be seen above the operations and maintenance funding gap is calculated to be approximately \$23.1million over ten years. This however assumes that maintenance expenditure will be fully realisable upon commissioning of the new facilities. If the maintenance expenditure is not budgeted the needs of the facility will increase over time. The expectation is that operational costs will be fully realised.

As identified previously the renewal budget over the ten years is significantly lower than the required renewal expenditure over the life of the portfolio. This may be due to the condition of the current portfolio however without assessing the condition of the total portfolio there is a level of uncertainty whether the current renewal expenditure is appropriate.

Based on the calculations there is a shortfall of approximately \$42.1million over the ten years. The expenditure projections are provided in summary form in the following chart:

⁴ 2011 maintenance budget extrapolated over ten years

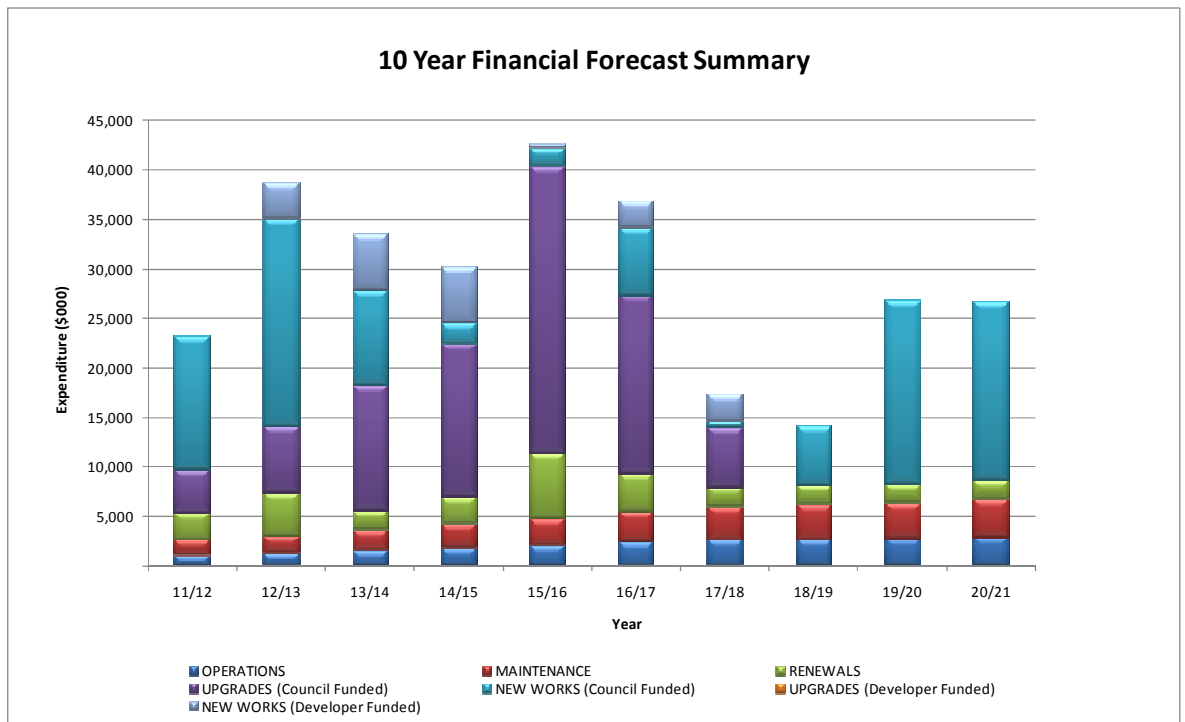


Figure 18: 10 Year Financial Projections

Expenditure identified within the financial forecasts was obtained from the WCC Final Draft 10 year financial program. It should be noted that operations and maintenance budgets have been extrapolated over 10 years with additional funding requirements based on growth.

Facilities - 10 Year Financial Forecast (Summary)														
	Expenditure (\$'000)		11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL	
COUNCIL FUNDED OPS & MAINT.	OPERATIONS													
	Total Operations		1,188	1,358	1,657	1,923	2,145	2,443	2,705	2,794	2,851	3,028	22,091	
	MAINTENANCE													
	Total Maintenance		1,500	1,714	2,091	2,427	2,707	3,083	3,414	3,527	3,599	3,822	27,883	
COUNCIL FUNDED CAPITAL	RENEWALS													
	Total Renewals		2,710	4,352	1,900	2,650	6,600	3,900	1,900	1,900	1,900	1,900	29,712	
	UPGRADES													
	Total Upgrades		4,297	6,715	12,721	15,500	29,000	18,000	6,000				92,233	
	NEW WORKS													
	Total New Works		13,557	21,044	9,532	2,050	1,850	6,800	700	6,000	18,500	18,000	98,033	
	Total Capital Council Funded		20,565	32,111	24,152	20,200	37,450	28,700	8,600	7,900	20,400	19,900	219,978	
DEVELOPER FUNDED CAPITAL	UPGRADES													
	Total Upgrades		0	0	0	0	0	0	0	0	0	0	0	
	NEW WORKS													
	Total New Works		0	3,550	5,650	5,750	400	2,700	2,700	0	0	0	20,750	
Total Capital Developer Funded		0	3,550	5,650	5,750	400	2,700	2,700	0	0	0	20,750		
TOTAL EXPENDITURE		23,252	38,734	33,550	30,299	42,702	36,925	17,418	14,221	26,850	26,749	290,702		

Table 33: Total 10-Year Expenditure Forecast

7.2 Financial Forecast Assumptions and Discussion

The following general assumptions have been made in preparing the 10-year expenditure forecasts:

1. All expenditure is stated in dollar values as at 01/07/2011 with no allowance made for inflation over the 10-year planning period;
2. The projected growth of Wyndham is reflective of times to come; and
3. The renewal of the existing asset base is appropriate.

7.3 ASSET VALUATION

In valuing the facilities assets the following methodology and approach was adopted in accordance with the Australian Accounting Standards for Financial reporting purposes:

All assets are rated at the appropriate life for the material and assessed in terms of their quantity applying the 'Fair Value' principle:

- Asset values have been based on asset data currently held in the finance database;
- Replacement values have been determined from current contract rates on the basis of the cost of replacing the asset with modern materials that provide the equivalent service in terms of capacity to the user;
- Where the useful life of the asset is extended or reduced, the resultant impact will be on future depreciation rates and charges and will not be retrospective in accordance with appropriate accounting standards; and
- All valuations and asset counts have been fully documented to provide a clear audit trail that is evident through to the accounting entries in the general Ledger.

A summary of the valuation totals are shown in the table below:

FACILITIES ASSET GROUP	TOTAL CURRENT VALUE	TOTAL WRITTEN DOWN VALUE
Facility (Building only)	\$124,664,503	\$121,381,188
Supporting Infrastructure	\$6,833,361	\$4,630,690
Total	\$131,497,864	\$126,011,878

Table 34: Valuation Figures

7.4 FUNDING SOURCES

A major issue concerning facilities management is the question of who pays for needed works:

- The community through special rates;
- The developer through development contributions, or
- The consumer through recurrent charges.

To overcome this problem there are a range of funding options including:

- Solar rebates where applicable;
- Water rebates where applicable;
- Kindergarten Funding;
- Best Start Program;

- Regional and Local Community Infrastructure Program – Strategic Projects (Federal Government);
- Department planning and Community Development;
- Department Human Services;
- Community Support Fund;
- Living Libraries;
- Modernising Neighbourhood Houses;
- Neighbourhood Renewal;
- Sport and Recreation Victoria;
- Community Facility Funding; and
- Community Funding for Growth Areas Program.

There are no outright funding allocations made by Council to Clubs for capital works on Council land. The Club can fund projects themselves but these need to be managed by Council officers.

Developers should be required to make a direct contribution to alleviate facilities problems resulting from their particular development. Even so the majority of upgrading works will need to be funded from municipal rates or special charges schemes.

Funding capacity covers two quite different aspects, and information has to be developed to respond to both.

- Council has to have the capacity to fund the required works – often this is well outside its capacity, however the information on needs has to be provided to assist with the development of the Corporate Funding Strategy; and
- In the event that the necessary funding is forthcoming, there has to be an awareness of the ability for the actual work to be carried out. This may involve Council's own workforce in undertaking some or all of the work, and also the use of contractors/sub-contractors. In either case, we need to ask; "Is there adequate capacity to carry out the work in addition to all other normal work tasks?"

7.5 CONFIDENCE LEVELS

Using the matrix in the table below the data availability has been given a rating of 3 which is described as “Primary data located across WCC in electronic format available to a few staff” and the data completeness a rating of 3 which is described as “Primary data for some assets”. This results in the data confidence being classified at 36%. This means that there is a Fair level of confidence in the plan outputs.

		Data Availability					
		1	2	3	4	5	
		Primary data located across WCC in hardcopy format available to a few staff	Primary data located across WCC in hardcopy and electronic format available to a few staff	Primary data located across WCC in electronic format available to a few staff	Primary data recorded in electronic format throughout WCC available to most staff	Primary data recorded in a computer system available to all relevant staff	
Data Completeness	1	Primary data for limited number of assets	POOR (4)	POOR (8)	POOR (12)	POOR (16)	POOR (20)
	2	Primary data for limited number of major and minor assets	POOR (8)	POOR (16)	FAIR (24)	FAIR (32)	FAIR (40)
	3	Primary data for some assets	POOR (12)	FAIR (24)	FAIR (36)	GOOD (48)	GOOD (60)
	4	Primary data for most assets	POOR (16)	FAIR (32)	GOOD (48)	VERY GOOD (64)	VERY GOOD (80)
	5	Complete data sets for all assets	POOR (20)	FAIR (40)	GOOD (60)	VERY GOOD (80)	EXCELLENT (100)

Table 35: Data Confidence

Improvement projects have been outlined in Section 8 that are intended to result in greater confidence in the 10 year forecasts and appropriateness of target levels of service. To assist in improving the quality of data, improvements are identified in section 8.

It should be noted that the ‘availability of data’ score may improve when the Asset Management System is fully implemented.

8.0 Plan Improvement and Monitoring

This section provides AM improvement tasks that will be carried out over the next 3 years intended to improve the level of confidence in this AM plan. Also included is a programme for revising this AM plan.

8.1 ASSET MANAGEMENT IMPROVEMENT PROGRAM

The AM tasks identified in the summary programme below are considered to be the most important to enable WCC to meet its legislative and business requirements over the period to 30 June 2014. The programme reflects the overall aim of improving asset management practices, which is to deliver the right level of service at lowest long-term cost to WCC's customers.

The following table identifies the primary improvements identified for asset management processes, systems and data:

PROCESS / SYSTEMS	IMPROVEMENTS	TIMEFRAME	STATUS
AM Planning	Use MyPredictor to determine a 20 year renewal and maintenance program for facilities	2011/12	-
	Analyse the customer request information collected against the facilities	2013/14	-
	Prepare a 10 year maintenance plan to support the Long Term Financial Plan	2012/13	-
Asset Performance	Undertake an 'asset lives' review to revise the asset lives for individual or like assets based on impacting parameters such as materials used, utilisation, design, growth	2012/13	-
	Analyse asset condition data to identify and develop plans to address areas in poor condition	2011/12	-
Asset Knowledge	Record maintenance/defect histories for trending/planning purposes	2012/13	-
	Clearly define the meaning of maintenance and capital expenditure for facilities	2011/12	-
	Begin to record all customer request information relevant to facilities	2011/12	-
	Document appropriate information of the supporting facility infrastructure in this plan	2011/12	-
Asset Inspections	Inspect Disability Access and Commercial Kitchens on a proactive basis	2011/12	-
Asset Management Systems	Complete the implementation of the asset management system	2011/12	-
Levels of Service	Complete, adopt and monitor levels of service as defined in the LOS tables	2012/13	-
	Use customer survey results and customer request information to identify areas of improvement	2012/13	-
Risk Management	Define facilities risks	2012/13	-

PROCESS / SYSTEMS	IMPROVEMENTS	TIMEFRAME	STATUS
	Cost and determine risk actions and controls for future mitigation over a 10 year period	2012/13	-
	Implement the infrastructure risk register	2013/14	-
	Identify all critical facilities	2012/13	-
Data	Document the data/information required to be held against any given asset through the development of a data framework document	2011/12	-
	Collect missing facilities inventory data	2012/13	-
	Populate all facilities assets into the 'Asset Master' asset register	2011/12	-
Finance	Represent the long term operations and maintenance plan in the financial forecasts to reflect the needs of Council and the impact of growth on expenditure projections.	2013/14	-
	Review the asset accounting policy to include assets as identified in their own right in the asset management system	2011/12	-
	Value those assets that are not currently valued e.g. girl guide halls	2012/13	-
Condition	Document a condition assessment policy detailing which asset groups will be continually assessed and include justification	2012/13	-
	Collect condition for all facilities assets as nominated in the condition assessment policy	2013/14	-

Table 36: AM Improvement Tasks

8.2 MONITORING AND REVIEW PROCEDURES

AM Plan Review

The AM plan is a living document which is relevant and integral to daily AM activity. To ensure the plan remains useful and relevant the following on-going process of AM plan monitoring and review activity will be undertaken:

- Formal adoption of the plan by Council;
- Identify and formally adopt levels of service;
- Revise the AM plan every two years to incorporate outcome of service level review and new knowledge resulting from the AM improvement programme;
- Audits of AM information to ensure the integrity and cost effectiveness of data collected; and
- Peer review: Annual internal audits to be undertaken to assess the effectiveness with which the AM plan meets corporate objectives. Periodic internal audits to be undertaken to assess the adequacy of AM processes, systems and data and external audits to be undertaken to measure AM performance against 'best practice' i.e. gap analysis.

Appendix A – Glossary Of Terms

The following terms and acronyms are used in this AM plan.

TERMS	DEFINITION
Activity	An activity is the work undertaken on an asset or group of assets to achieve a desired outcome.
Advanced Asset Management	Asset management which employs predictive modelling, risk management and optimised renewal decision-making techniques to establish asset lifecycle treatment options and related long term cashflow predictions. (See Basic Asset Management).
Asset	A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months.
Asset Management (AM)	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan (AM Plan)	A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide a specified level of service. A significant component of the plan is a long term cashflow projection for the activities.
Asset Management Policy	Provides an overall policy framework to guide the strategic management of Council's infrastructure assets.
Asset Management System (AMS)	A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.
Core Asset Management	Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, condition assessment and defined levels of service, in order to establish alternative treatment options and long term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than risk analysis and optimised renewal decision making).
Capital Expenditure (CAPEX)	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
Cash Flow	The stream of costs and/or benefits over time resulting from a project investment or ownership of an asset.
Components	Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Condition Monitoring	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Current Replacement Cost	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
Deferred Maintenance	The shortfall in rehabilitation work required to maintain the service potential of an asset.

TERMS	DEFINITION
Demand Management	The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
Depreciation	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life.
Design Life	The theoretical life of an asset assumed in its design.
Disposal	Activities necessary to dispose of decommissioned assets.
Economic Life	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life.
Facility	A complex comprising many assets (e.g. a park, recreation complex, airport etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
Geographic Information System (GIS)	Software that provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.
Infrastructure Assets	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continued replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.
Level Of Service (LOS)	The defined service quality for a particular activity or service area (i.e. interior) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, regulatory & environmental acceptability and cost.
Life	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
Life Cycle	Life cycle has two meanings: (a) The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset, i.e., from planning and design to decommissioning or disposal. (b) The period of time between a selected date and the last year over which the criteria (e.g. costs) relating to a decision or alternative under study will be assessed.
Life Cycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
Operation	The active process of utilising an asset that will consume resources such as manpower, energy, cleaning products and materials. Operation costs are part of the life cycle costs of an asset.
Optimised Decision Making (ODM)	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses net present value analysis and risk assessment.

TERMS	DEFINITION
Performance Measure	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Physical Life	The actual life of an asset.
Rehabilitation	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service (i.e. re roofing, replacing doors etc.) without resorting to significant upgrading or replacement.
Renewal	Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability.
Repair	Action to restore an item to its previous condition after failure or damage.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar or agreed alternative, level of service.
Replacement Value	The prevailing market cost of supply and installation of an asset delivering an equivalent service, making no allowance for depreciation of the asset.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service Potential	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
Strategic Plan	Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation.
Scheduled Maintenance	Work carried out to a predetermined schedule e.g. air cooler service or programmed as a result of identified needs e.g. repairing a cracked wall.
Unscheduled Maintenance	Work carried out in response to reported problems of defects e.g. cleaning up vandalism.
Upgrading	The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset.
User Cost	Cost borne by the public when using the Facilities.
Valuation	Estimated asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining lifecycle costing or insurance valuation.

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Appendix B – Risk Assessment Criteria and Results

The following tables detail the risk criteria used to assess the infrastructure risk in regard to facilities:

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RISK CRITERIA

Consequence		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Health and Safety	First Aid only no lost time	Medical treatment	Extensive injuries	Death	Multiple Deaths	
Revenue/Cost/Legal costs	Low financial losses < \$500,000	Medium financial losses (\$500,000 - \$1M)	High financial losses (\$1M - \$5M)	\$5M - \$10M	Huge financial losses >\$10M	
Service Delivery	minor inconvenience	service delivery affected (less than one day)	temporarily unacceptable levels of service	serious impact upon service delivery - service at risk	no service delivery for foreseeable future	
Reputation	internal only	temporary loss of reputation	loss of reputation requiring effort to regain	loss of reputation requiring major effort to regain	Administrator appointed	
Environment	Spill/leak contained immediately within property boundary with no external assistance - Negligible environmental impact	Spill/leak contained immediately within property boundary with no external assistance - Minor impact on fauna/ flora and habitat, but no negative impacts on ecosystem functions - Limited damage to a minimal area of land of no nature reserves, parks or unique habitats or water resources	Spill/leak contained within property boundary with external assistance - Significant change in flora/fauna populations but not resulting in loss or any impact on endangered or beneficial species - Non persistent but possible widespread damage of land/water resource, damage that can be remediated without long term loss; or localised persistent damage	Spill/leak contained outside property boundary with external assistance - Significant change in flora/fauna populations including significant or endangered species - Non persistent but possible widespread damage of land/water resource with medium term affect	Toxic release off-site with detrimental effect: - Widespread and persistent damage to a significant area of land and/or ground water resource	
Likelihood		For Example only:				
5 Almost Certain	Expected to occur in most circumstances (2-3 times per week)	S	S	H	H	H
4 Likely	Will probably occur in most circumstances (once a month)	M	S	S	H	H
3 Possible	May occur at some time (once a year)	L	M	S	H	H
2 Unlikely	Could occur at some time (Once every 5 years)	L	L	M	S	S
1 Rare	Only in exceptional circumstances (Once in 25 years)	L	L	M	S	S

Please review whenever a change takes place in the existing conditions - and annually by March 31

Reporting in Performance Score Card - Number of UNACCEPTABLE Risks	Key
	H - High Risk, mandatory action to be developed if controls are unacceptable
	S - Significant Risk, mandatory action to be developed if controls are unacceptable
	M - Moderate Risk, Department/Units Management Responsibility to Monitor. Action to be developed if controls are unacceptable
	L - Low risk, Standard Operating Procedures to handle. Action to be developed if controls are unacceptable

Risk Accepted?

Acceptable: Risk controls are adequate and no further actions required	Unacceptable: Risk controls are not adequate and further actions required
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Appendix C – Committee of Management Agreement - Maintenance Schedule

Item	Management Group Responsibility	Council Responsibility
Air-conditioning and heating systems - fixed (Council-owned)	Regular cleaning as required Repairs or replacement (or payment for) due to reckless or deliberate misuse	Servicing, repair and replacement due to wear and tear as required
Air-conditioning and heating systems – fixed (group-owned)	All responsibility	No responsibility
Car park and car park lighting	Notify Council of maintenance works required	Line marking, erection of signs, pot hole patching, repair of paths and car park lighting
Curtains and blinds (Council-owned)	Regular cleaning as required Repair or replacement (or payment for) due to reckless or deliberate misuse	Repair or replacement due to wear and tear as required
Curtains and blinds (Group-owned)	All responsibility	No responsibility
Drains & grease traps	Management of trade waste agreement with City West Water for cleaning of grease traps Notify Council of blockages and maintenance works required	Clear blockages, repair or replacement due to wear and tear as required
Electrical wiring and fittings within building and fenced grounds	Notify Council of maintenance works required The Management Group must pay for additional requested electrical fixtures	Maintenance and repair of wiring and fittings Installation of additional electrical fixtures at the Management Group's expense
Fire extinguishers	Cost to refill or replace due to reckless or deliberate misuse	Supply of fire extinguishers in compliance with all relevant laws and regulations Maintenance and refilling as required

Item	Management Group Responsibility	Council Responsibility
Floor surfaces and coverings	<p>Annual steam cleaning of carpets</p> <p>Strip, polish and re-seal vinyl floors annually and maintain tiled floors as per manufacturers specifications</p> <p>All regular cleaning and maintenance</p>	<p>Repair or replacement due to age and normal wear and tear</p> <p>Strip, polish and reseal floorboards</p>
Flyscreens	<p>All regular cleaning and maintenance</p> <p>Repairs or replacement (or payment for) due to reckless or deliberate misuse</p>	Repair or replacement due to age and normal wear and tear
<p>Furniture – non fixed, appliances & white-goods</p> <p>(inc. computer / AV equipment, fridges, dishwashers, chairs & tables, portable heaters etc)</p>	<p>All regular cleaning and maintenance</p> <p>Repair and replacement as required</p>	No responsibility
Glass	<p>All cleaning</p> <p>Replacement (or payment for) due to reckless or deliberate misuse</p>	Replacement due to vandalism
Grounds - external	<p>To keep all entry/exit areas clear, and sweep regularly</p> <p>Notify Council of maintenance works required</p>	To maintain all the external grounds outside the fence line
<p>Grounds – internal type A</p> <p>(shade structures, drinking fountains, taps, paths, fences, sandpit covers, fixed playground equipment, irrigation systems, trees, shrubs, BBQ areas and garden beds)</p>	<p>To keep all entry/exit areas clear, and sweep regularly</p> <p>Cutting and maintaining grass, shrubs, and trees of all areas within the building and fence lines</p> <p>Repairs or replacement (or payment for) due to reckless or deliberate misuse</p> <p>To report to Council any dangerous trees or branches or need for other maintenance works within the grounds as required</p>	<p>Maintenance, repair or replacement due to wear and tear as required</p> <p>To remove large fallen branches or trees (requiring cutting to remove)</p>

Item	Management Group Responsibility	Council Responsibility
Grounds – internal type B (soft-fall & sand areas)	To maintain levels of sand and soft-fall in required areas Request soft fall and sand from Council as required	Provide soft-fall and sand once per year at request of Management Group
Grounds – internal type C (non-fixed playground equipment, rubber ground, synthetic grass, garden hoses and portable sprinklers)	All responsibility	No responsibility
Gutters and down pipes	No responsibility	All responsibility
Kitchen registration	Maintain ongoing compliance with all relevant regulations for the intended use If the Management Group changes the use of a kitchen in a way that affects compliance with regulations, it must fund the upgrade of the kitchen to ensure compliance. Please refer to 'Capital works' item for further information	Ensure initial compliance with all relevant regulations for the intended use If there are any changes to the regulations – upgrade facilities to ensure compliance within a reasonable time period
Light globes and tubes	To purchase globes and tubes and install for all internal lights where access is less than 3 metres in height	Purchase globes and tubes and install for all external lights as well as internal lights where not easily accessible (above 3m high)
Litter	Removal of all litter within the building, fence lines, and external perimeter.	Removal of all significant litter outside the fence lines
Ovens / Stoves / Range Hoods	To keep all areas in a clean and hygienic state	Repair or replacement due to age and normal wear and tear
Painting	Painting (or payment for) if damaged by reckless or deliberate misuse	Internal and external painting on a cyclical basis.
Pest control	To keep all areas in a clean and hygienic state Eradication and management of all pests and vermin, with the exception of white ants	Eradication and management of white ants

Item	Management Group Responsibility	Council Responsibility
Plumbing – fixed	Notify Council of maintenance works required	Installation, repair, or renewal of all fixed plumbing including fittings
Rain Water Tank (Group Owned)	All maintenance and repairs as required	No responsibility
Rain Water Tank (Council Owned)	Notify Council of maintenance works required	All maintenance and repairs as required
Roofs & skylights	Notify Council of maintenance works required	All maintenance and repair as required
Security - Keys & locks (Master Key System)	<p>Notify Council of number of keys required by the Management Group</p> <p>Responsible for all keys issued and to maintain a register of key-holders</p> <p>To annually audit keys and balance with Council's records</p> <p>Advise Council of lost keys and provide payment for replacement</p> <p>Payment for any requested improvements or upgrades</p>	<p>Issuing of keys to the Management Group and maintenance of a Key Register</p> <p>Supply, install, and maintain locks to Council's standards</p>
Security - Alarm system	<p>Day to day operation, issuing and maintaining a list of user codes</p> <p>Monitoring, alarm responses and associated costs</p> <p>To contact Council in the event of a break-in</p>	<p>Maintenance and repair of system</p> <p>To attend in the event of a break-in</p>
Telephones and Lines	Repair, maintenance and replacement of telephones and telephone systems as required	Maintenance and installation of telephone lines as required
TV antennas & cabling	No responsibility	All responsibility
Vandalism & graffiti	Notify Council of maintenance works required	All maintenance and repair as required

Item	Management Group Responsibility	Council Responsibility
Walls, ceilings, fixed benches and doors	Regular cleaning as required Repairs or replacement (or payment for) due to reckless or deliberate misuse	Repair or replacement due to age and normal wear and tear

Appendix D – Projected 10 Year Forecast Details

Projected 10 Year Financial Forecast			10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
Council Funded Ops & Maint.	OPERATIONS													
		Operations expenditure	1,153	1,188										1,188
		Operations based on growth			1,358	1,657	1,923	2,145	2,443	2,705	2,794	2,851	3,028	20,903
		Total Operations	1,153	1,188	1,358	1,657	1,923	2,145	2,443	2,705	2,794	2,851	3,028	22,091
	MAINTENANCE													
		Maintenance Expenditure	1,456	1,500										1,500
		Maintenance based on growth			1,714	2,091	2,427	2,707	3,083	3,414	3,527	3,599	3,822	26,383
	Total Maintenance	1,456	1,500	1,714	2,091	2,427	2,707	3,083	3,414	3,527	3,599	3,822	27,883	
Council Funded Renewals	RENEWALS													
	1.06	Depot and Pound Redevelopment					450	2,000	2,000					4,450
	1.09	Heathdale Glen Orden Pavilion		200	2,200									2,400
	1.16	Presidents Park Dog Obedience Club Pavilion Extension												
	1.26	Werribee Community Centre Redevelopment					300	2,700						3,000
	1.38	Hoppers Crossing Children's Centre (Occasional Care Centre)		100										100
	1.41	Old Heathdale Community Centre Refurb		50										50

Projected 10 Year Financial Forecast			10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
	1.45	Visitor Information Centre Re-location			252									252
	1.49	Werribee South Hall		460										460
		Increased renewal expenditure to achieve 50 year asset life		1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000
		Total Renewals		2,710	4,352	1,900	2,650	6,600	3,900	1,900	1,900	1,900	1,900	29,712
Council Funded Upgrades	UPGRADES													
	1.05	Cambridge Tennis Club & Junior Pavilion - Club House ext, Lighting		50	300									350
	1.08	Heathdale Community Centre Hub												
	1.17	* Presidents Park Hockey & Softball Pavilion Redevelopment		550										550
	1.27	Werribee Sports & Fitness Centre (Note \$6m rolling forward from 10/11)					3,000	18,000	18,000	6,000				45,000
	1.29	WLEC - 80 Derrimut Road Optimisation		1,800	4,000	12,500	12,500	11,000						41,800
	1.34	YRC - Extension		121										121
	1.35	Cultural Centre 10 year Refurb and Cyclic Upgrade		270										270
	1.39	Quantin Binnah Kindergarten Room Extension		100	995									1,095

Projected 10 Year Financial Forecast			10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
	1.40	Third Kindergarten Room Featherbrook		480	420									900
	1.42	Jamieson Way Community Centre Renovation		56										56
	1.44	Depot Alterations and Portable		220										220
	4.37	Wyndham Vale North Master Plan Implementation		600	1,000									1,600
	4.46	Victoria University Pavilion Extension & Upgrade		50		221								271
		Upgrade Works		4,297	6,715	12,721	15,500	29,000	18,000	6,000				92,233
Council Funded New Works	NEW WORKS													
	1.01	Aquatic Centre & Indoor Courts - Regional									3,000	13,500	13,500	30,000
	1.02	Art Centre									1,000	4,500	4,500	10,000
	1.04	* Bluestone Green - Pavilion & Car Park		2,250										2,250
	1.07	Featherbrook Community Centre Reserve Pavilion		100										100
	1.10	* Hogans Rd Change Room			150	1,250								1,400
	1.11	Homestead Rd Kindergarten - Point Cook		300	3,500	1,740								5,540
	1.12	* Homestead Rd Reserve Pavilion							200	1,800				2,000
	1.14	* Mossfiel Reserve			400	1,800	1,800							4,000

Projected 10 Year Financial Forecast			10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
		Pavilion												
	1.15	* Point Cook Sports Pavilion (3 Pavilion Complex)		5,000	3,560									8,560
	1.19	Tarneit Gardens Community and Ageing Well Centre - DC Funded		1,300	9,180									10,480
	1.20	* Tarneit Gardens Reserve - Pavilion		1,300	950									2,250
	1.22	* Tarneit Rise Reserve - Pavilion & Car Park DC Funded			200	1,800								2,000
	1.23	* Truganina South (Woods Rd East of Marquands Rd) - Pavilion & Car Park						250	1,250	1,000				2,500
	1.24	Truganina South Kindergarten / Children's Centre[1]							200	2,000	500			2,700
	1.25	Woollahra Rise Kindergarten [1]								200	2,000	500		2,700
	1.32	* Wyndham Vale South Reserve - Pavilion & Car Park		3,000										3,000
	1.33	* Wyndham Vale West Pavilion, Car Park							200	2,000				2,200
	1.43	Refurbishment of staff amenities - Lower East Wing CC		145										145

Projected 10 Year Financial Forecast				10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
	1.47	Tarneit Nth Kindergarten and Children's Centre				162	2,942								3,104
	1.48	Alamanda Kindergarten and Children's Centre			162	2,942									3,104
		New Works			13,557	21,044	9,532	2,050	1,850	6,800	700	6,000	18,500	18,000	98,033
		Total Capital			17,855	27,759	22,252	17,550	30,850	24,800	6,700	6,000	18,500	18,000	190,266

Projected 10 Year Financial Forecast			10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL
Developer Funded Capital														
UPGRADES														
		Upgrade Works	0	0	0	0	0	0	0	0	0	0	0	
NEW WORKS														
	1.03	* Baden Powell Reserve - Pavilion & Car Park				200	1,800							2,000
	1.18	* Riverwalk Community Centre DC Funded						400	2,700	2,700				5,800
	1.21	Tarneit Library			400	3,000	1,950							5,350
	1.28	* Williams Landing estate - Pavilion & Car Park DC Funded			250	2,250								2,500
	1.30	* Woods Rd Sports Pavilion - DC Funded				200	2,000							2,200
	1.31	* Wootten Rd Reserve - Pavilion DC Funded			2,900									2,900
		New Works			3,550	5,650	5,750	400	2,700	2,700				20,750
		Total Capital			3,550	5,650	5,750	400	2,700	2,700				20,750
TOTAL EXPENDITURE			2,609	23,252	38,734	33,550	30,299	42,702	36,925	17,418	14,221	26,850	26,749	290,702

Wyndham City Council

July 2011



Open Space Asset Management Plan



Odysseus-imc Pty Ltd
Infrastructure Management Consultants

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1.0 Introduction

Open space makes an important contribution to the outdoor lifestyle of residents, attracts visitors, protects important natural values and is a major component of the attractive rural landscapes and topography in the City. Open spaces range from major parks such as President's Park and Saltwater Reserve to smaller district and neighbourhood reserves, conservation reserves, streamsides, trails and sporting reserves.

The open spaces in Wyndham comprise of, as a minimum:

- 561 Passive Open Spaces;
- 27 Active Open Spaces;
- 159 Playgrounds;
- 67 BBQ's;
- 103 Open Space Irrigation Systems;
- 597 Open Space Lighting (including training lights);
- 3 Skate Parks; and
- 1 BMX Track.

The open spaces are shown in the following figure:

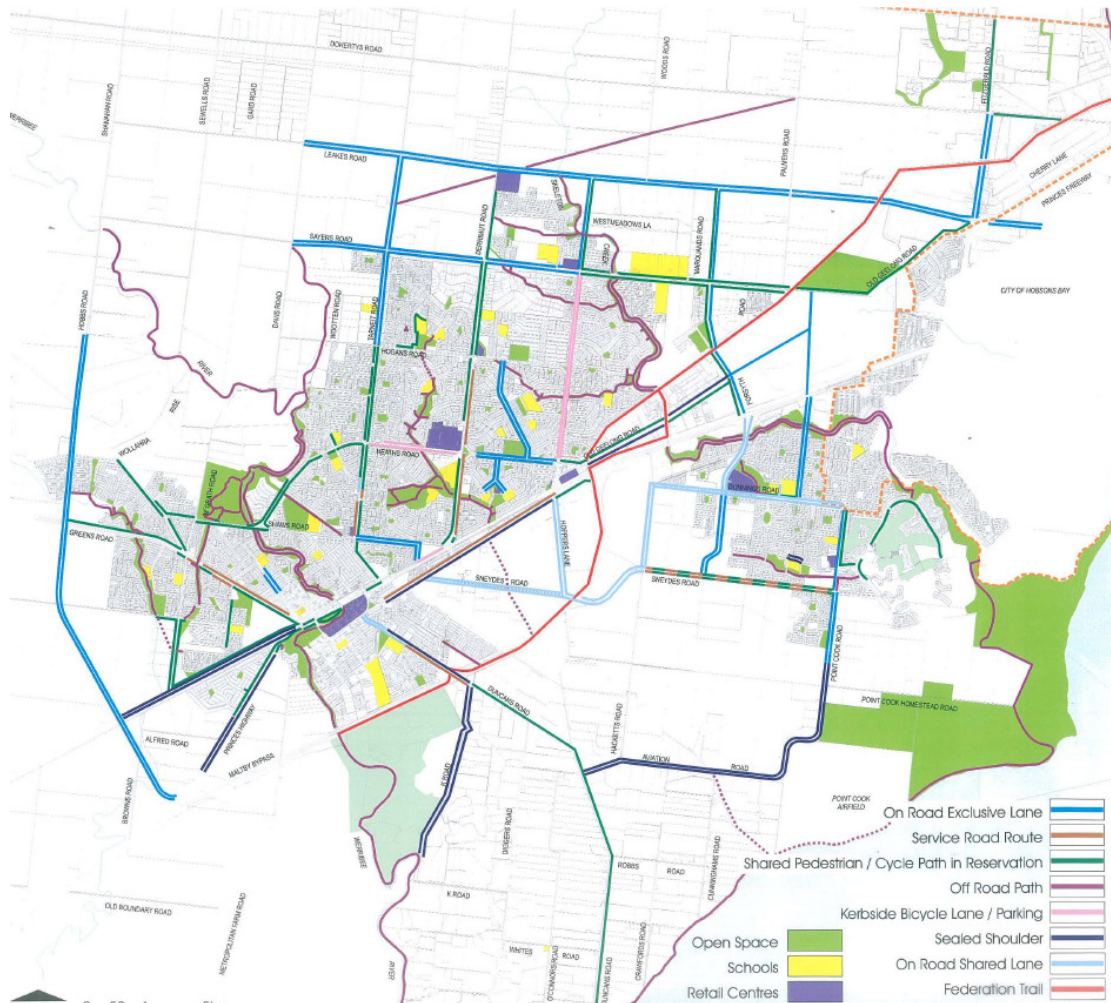


Figure 1: Open Space Network

1.1 PURPOSE OF THIS PLAN

Council's open space infrastructure represents a significant investment by the community and is vital to its health and wellbeing. The overall objective of asset management (AM) is to demonstrate responsible stewardship of infrastructure in delivering Council services.

In addition, Council's objective is to ensure that it has well planned, constructed and maintained infrastructure and establish management strategies and practices, which maximise the life and community benefit of our assets.

The overall objective of this OSAMP is to implement an action plan that will as a minimum, continue to provide the current level of service for open space and related infrastructure for the optimum cost. In order to meet this objective a number of subordinate objectives need to be addressed:

- Define a hierarchy for open spaces and related infrastructure;
- Identify the asset base managed by Council and the value it holds;
- Align the plan to the corporate intent to ensure management practices are consistent with Corporate direction;
- Satisfy the needs of the audience by demonstrating that their requirements are being met;
- Identify the current and target levels of service provided by Council in line with customer expectations;
- Define the impacts of demand on infrastructure;
- Identify infrastructure risks in line with Councils current risk processes;
- Consider asset performance such as condition monitoring techniques and outcomes;
- Detail the current lifecycle management practices and future plans;
- Overview of the short and long term financial requirements of maintaining Council's open space infrastructure; and
- Define actions required to improve asset management practices related to the asset groups.

The outcomes of this plan identify the future funding requirement for service delivery accounting for the following factors:

- Adopted levels of service;
- Future demand for infrastructure;
- Current asset performance;
- Risk;
- Required works; and
- Funding constraints.

1.2 THE ASSET MANAGEMENT PLAN

The AM Plan is a tactical plan that translates broad strategic goals and plans into specific goals and objectives relevant to a particular activity for the organisation. It may be regarded as a tactical plan for implementing infrastructure related strategies, which arise from the strategic planning process.

The AM plan is also a tool combining management, financial, engineering and technical practices to ensure the level of service required by customers is provided at the most economical cost to the community. The plan is intended to protect the environmental and cultural values of the assets providing the service.

Tactical planning involves the development of separate sub-plans that allocate resources (natural, physical, financial, etc.) to achieve strategic goals through meeting defined levels of service.

1.3 ASSET MANAGEMENT PLAN FORMAT

The plan contains nine sections, each of which are explained below:

- **Introduction:** This provides an introduction to AM, outlines the objectives, scope and format of the plan, identifies the key stakeholders and legislative requirements, and describes the relationship with other plans including the rationale for asset ownership.
- **Asset Portfolio:** This section outlines Councils portfolio of assets including quantity and value.
- **Levels of Service:** This outlines the levels of service required based on customer research and expectations, statutory requirements and strategic and corporate goals. It also contains tables detailing expected and current performance measures.
- **Demand Forecast:** This section details the future growth trends, the impact of these trends on infrastructure and demand management strategies to deal with the projected growth.
- **Risk Management:** This section outlines Council's risk management framework. It also contains tables of risk events, their severity and consequence.
- **Lifecycle Management Plan:** This gives an overview of the whole of life management of each asset type. For each asset type it details (where applicable) the operations and maintenance plan, renewal plan, enhancement/upgrade plan, new works plan and disposal plan.
- **Financial Summary:** This section details the 10-year financial forecast with its associated assumptions and sensitivity analysis. It contains an asset valuation for each asset type and their associated confidence levels. It also outlines the Council's funding strategy.
- **Asset Management Improvement and Monitoring:** This section deals with methods of monitoring performance by detailing improvements to AM processes, systems and data. It outlines a 3-year AM improvement plan. It also details procedures for monitoring and reviewing this AM Plan.

All Asset Management Plans are based on the framework recommended in the Institute of Public Works Engineering Australia's International Infrastructure Management Manual (Australia / New Zealand Edition), Version 3.0 dated October 2006.

1.4 RELATIONSHIP WITH OTHER PLANS

AM plans are a key component of the Council planning process, linking with the following plans and documents:

2010- 2014 City Plan: The strategic plan is a long term plan which sets out the broad strategic direction for the development of WCC over the next 5 years. The plan reflects the common goals of all stakeholders and demonstrates a commitment by council to seek and respond to the wants and needs of the wider community.

Annual Report: The Annual Report 2008/09 supports the City Plan and the details for each financial year:

- Wyndham's achievements and performance in key result areas;
- Service highlights;
- Council's governance structures; and
- Council's financial performance during 2008/09.

The Quality Community Plan 2007: Wyndham City's long term vision is documented in our Quality Community Plan (QCP). This important document outlines our community's vision and aspirations for the future, and guides the City's daily planning and decision making.

WCC Policies: The policies are needed to provide direction for AM tactics. Policies that apply to the management of Open Space assets include:

- Asset Management Policy; and
- Risk Management Policy.

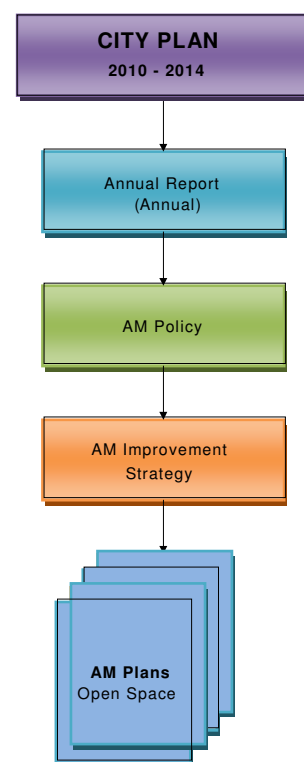


Figure 2: Corporate Links to AM Plans

Risk Management Strategy: The purpose of the Risk Management Strategy is to assist council to manage and/or minimise the adverse effects of risks from its strategies and operations and maximise the benefits from opportunities and speculative risks.

The figure above depicts the links and information flows between the Council Plan and the Asset Management Plans which provide the context and framework for the management of the infrastructure.

1.5 RATIONALE FOR OWNERSHIP

Local Authorities exist principally to supply core services that meet the needs of their communities. The services, and how they are provided, depend on the level of service required by the community.

Provision of and access to a reasonable amount of open space is essential for the general spiritual and physical health of communities. It is also vital for providing environmental values related to clean air, water quality, protection of biodiversity and general visual amenity.

According to the Local Government Act 1989 the purposes of a Council are to:

- Provide for the peace, order and good government of its municipal district;
- Facilitate and encourage appropriate development of its municipal district in the best interests of the community;
- Provide equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively; and
- Manage, improve and develop the resources of its district efficiently and effectively.

The 1988 Subdivision Act requires that developers to provide 5% of land as open space unless there is adequate open space already in which case they provide a monetary contribution for the development/maintenance of the existing open space.

The community has different demands and expectations of their open space so the provision of a wide diversity of open space experiences is necessary.

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2.0 Asset Portfolio

This plan focuses on open space and related infrastructure and is inclusive of the assets contained in the table below. Where replacement values have not been nominated it should be noted that the plan seeks to incorporate the assets even though specific values for these groups are not presently nominated.

2.1 OUR OPEN SPACE NETWORK

The Open Space hierarchy used for the WCC Open Space assets is shown in the figure below. The definitions for each of the hierarchical levels are:

- **Open Space Infrastructure:** Open space infrastructure assets located in open spaces such as park furniture, irrigation systems, BBQ's, lighting, signage and fencing;
- **Playgrounds:** Major and local playgrounds located at various reserves throughout the municipality;
- **Sports Reserves:** Sporting areas used for recreational purposes such as sports fields and playing surfaces containing supporting infrastructure such as irrigation systems, water tanks and bores; and
- **Trees:** Includes trees located in open spaces such as parks and reserves.

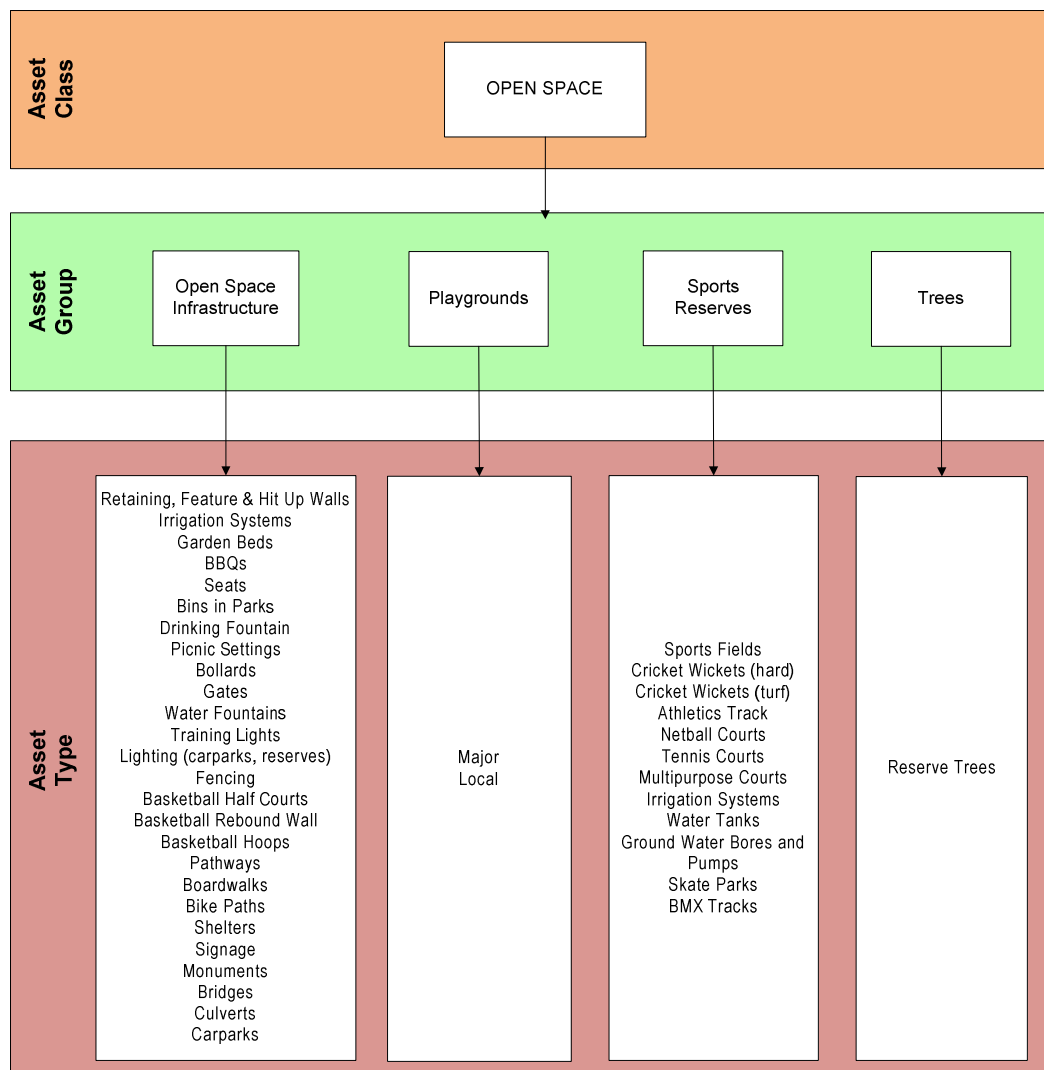


Figure 3: Open Space Hierarchy

Wyndham's open space infrastructure included in this AM Plan is summarised below. In some cases the values included represent only a portion of the asset quantities listed. The exact representation is included in the lifecycle section for each asset group.

OPEN SPACE ASSET GROUP	OPEN SPACE ASSET TYPE	UNIT	QUANTITY	CURRENT VALUE (CV)	WRITTEN DOWN VALUE (WDV)
Open Space Infrastructure	Retaining, Feature & Hit Up Walls	No.	Unknown	No Records	No Records
	Irrigation Systems	No.	103	\$415,768	\$290,743
	Garden Beds	No.	Unknown	No Records	No Records
	BBQs	No.	67	\$59,173	\$34,184
	Seats	No.	797	No Records	No Records
	Bins in Parks	No.	313	No Records	No Records
	Drinking Fountains	No.	23	No Records	No Records
	Picnic Settings	No.	356	No Records	No Records
	Bollards	No.	14,018	No Records	No Records
	Gates	No.	186	No Records	No Records
	Water Fountains	No.	1	\$97,360	\$79,264
	Training Lights	No.	51	\$570,159	\$516,162
	Lighting carparks, reserves/parks	No.	546	No Records	No Records
	Fencing pool type fencing, farm fencing, cyclone fencing, steel fencing, gates, bollards, post/rail	Mtrs	Unknown	\$999,427	\$644,289
	Basketball Half Courts	No.	38	\$10,994	\$9,465
	Basketball Rebound Wall	No.	1	\$33,295	\$27,428
	Basketball Hoops	No.	44	No Records	No Records
	Pathways	Mtrs	19,956	\$3,386,509	\$3,027,395
	Boardwalks	Mtrs	7,618	\$1,739,400	\$1,482,403
	Bike Paths	Mtrs	80	\$1,775,354	\$963,244
	Shelters	No.	50	No records	No records
	Signage	No.	265	\$58,458	\$605,149
	Monuments	No.	40	\$1,282,000	Not Depreciated
Bridges	No.	67	\$7,878,650	\$3,696,268	
Culverts	No.	233	\$14,145,000	\$8,400,416	
Carparks	No.	27	\$6,820,753	\$4,328,203	
Playgrounds	Local	No.	155	\$1,240,337	\$1,139,601
	Major	No.	5	\$606,717	\$457,646
Sport Reserves	Sports Fields	No.	25	No Records	No Records
	Cricket Practice Nets (synthetic)	No.	36	\$255,644	\$142,370
	Cricket Wickets (hard)	No.	15	No Records	No Records
	Cricket Wickets (turf)	No.	7	No Records	No Records
	Athletics Tracks	No.	1	\$1,620,574	\$1,224,754
	Netball Courts	No.	16	\$543,363	\$435,057
	Tennis Courts	No.	41	\$662,897	\$358,869
	Multipurpose Courts	No.	1	\$150,000	\$150,000
	Irrigation Systems	No.	25	\$1,061,073	\$716,337
	Water Tanks	No.	12	\$44,822	\$39,574
	Ground Water Bores and Pumps	No.	1	No Records	No Records
	Skate Parks	No.	3	\$755,302	\$419,616
	BMX Tracks	No.	1	\$10,900	\$0
Trees	Reserve Trees	No.	Unknown	No Records	No Records

Table 1: Summary of Open Space Portfolio

3.0 Level of Service

This section defines the service levels that are required and the basis of the decision behind their selection. The service levels support Council's strategic goals and are based on customer expectations and statutory requirements.

3.1 BACKGROUND

The life cycle management section provides information on the extent to which the target service levels are being achieved and the management strategies including planned capital works for addressing any service gaps identified.

A key objective of this AM plan is to match the level of service (LOS) provided by the asset with the expectations of customers. This requires a clear understanding of customers' needs and preferences. The levels of service defined in this section will be used:

- To inform customers of the proposed type and level of service to be offered;
- As a focus for the AM strategies developed to deliver the required level of service;
- As a measure of the effectiveness of this AM plan;
- To identify the costs and benefits of the services offered; and
- To enable customers to assess suitability, affordability and equity of the services offered.

The adopted levels of service are based on staff knowledge and:

- **Community Research and Expectations;**
Information gathered from customers on expected quality and cost of services.
- **Strategic and Corporate Goals;**
Provides guidance for the scope of current and future services offered, the manner of the service delivery and defines the specific levels of service that the Council wishes to achieve.
- **Legislative Requirements;**
Legislation, Regulations, Environmental Standards and Council by-laws that impact on the way assets are managed.
- **Design Standards and Codes of Practice.**
Australian Design Standards also provide the minimum design parameters for infrastructure delivery by the Professional Engineer.

3.2 LEVELS OF SERVICE TABLES

The service levels are divided into two types:

- Community based; and
- Operations (Technical) based.

WCC have embarked on defining their community and technical Levels of Service, and current activities are portrayed in this plan. WCC have the relevant processes, intervention levels, response times and standards in place to support technical aspects of service delivery. Setting key performance indicators allows Council to monitor progress and measure performance.

Community based levels of service relate to the function of the service provided and need to be in line with what our customers expect as part of service delivery. The key performance indicators relating to Open Space assets are included in the table below:

<u>Community Service Levels</u>
Leisure and Parks Experience
Play Experience
Customer Satisfaction
Responsiveness
Safety

Table 2: Key Performance Indicators – Customer

<u>Technical Service Levels</u>
Condition

Table 3: Key Performance Indicators - Technical

The following table identifies WCC's Levels of Service against key performance indicators, and will be used to monitor progress and report achievement.

KEY PERFORMANCE INDICATOR	COMMUNITY / TECHNICAL	SERVICE LEVEL CHARACTERISTIC	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE	ACTIONS TO MEET PERFORMANCE TARGET	RESOURCES REQUIRED
Parks and Recreation	COMMUNITY	Parks and reserves are adequately managed for community use.	Manage the parks and reserves for relevant community purposes as per the maintenance schedule.	100% compliance	95% compliance		
Play Experience	COMMUNITY	Adequate level of play opportunity and experience is provided to children through playground provision.	Manage the playgrounds to provide good quality of play experience for all age groups	xx% No Targets	121 playgrounds assessed out of which 16- poor, 33 moderate, 72 -good	Memorandum to Councillors in May 2011 for long term funding proposal to raise the quality of playgrounds	
Customer Satisfaction	COMMUNITY	Residents are satisfied with the quality of service provided by Recreational Facilities	Resident satisfaction are measured by Community surveys undertaken every year (DPCD Survey)	xx% satisfaction	73 is the indexed mean of Customer Satisfaction		
Customer Satisfaction	COMMUNITY	Residents are satisfied with the appearances of Public Areas	Resident satisfaction are measured by Community surveys undertaken every year (DPCD Survey)	xx% satisfaction	66 is the indexed mean for customer satisfaction		
Responsiveness	COMMUNITY	Complaints regarding faults are dealt with as per maintenance standards.	Maintenance and faults are dealt within the specified time frames in allocated in Proclaim . Safety issues are dealt within 24 hours	xx% compliance with maintenance standards	81.75 % compliance with maintenance standards		
Safety	COMMUNITY	OH&S maintained within legislation at all times	# of claims related to safety	# of claims	# of claims	Spoke to Emma on 01/06/2011 . Waiting for her response	
Condition	TECHNICAL	Playgrounds will be monitored for condition	Condition assessments undertaken on all playground infrastructure at 6 monthly intervals	100% compliance	100% compliance		

Table 4: Levels of Service for Open Space Infrastructure

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4.0 Demand Forecast

This section of the plan analyses factors affecting demand including population growth, demographic changes and the impacts of these changes on WCC's existing infrastructure as well as the demand for new infrastructure.

Impacts identified within this section have been determined using WCC's planning and strategic documentation. Where information was not available assumptions have been made.

4.1 BACKGROUND

Wyndham is located in Melbourne's south-west, located between Melbourne and Geelong. The City is bounded by the City of Brimbank and the Shire of Melton to the north, Moorabool Shire and the City of Greater Geelong to the west and south and Port Phillip Bay and the City of Hobsons Bay to the east.

The City of Wyndham is the fastest growing municipality in Victoria and the fourth fastest in Australia. Wyndham is currently home to 147,508 people, with the population expected to reach over 286,000 by 2026. With the City experiencing unprecedented growth, it is on track to become the largest local government area in Victoria. With the population forecast to increase between 4.6% and 7.1% annually over the next five years this has resulted in increased service inputs (materials, employee costs) to service growth in demand.

This popularity has been achieved as a result of many attractive features, including Wyndham's proximity to Melbourne and Victoria's largest regional centre, Geelong. Wyndham offers available land set among beautiful natural assets including the Werribee River, Port Phillip Bay, Skeleton Creek, wetlands and grasslands. The municipality is also home to a variety of parks, gardens and recreational facilities, including the State Rose Garden at Werribee Mansion, Victoria's Open Range Zoo, State Equestrian Centre, Point Cook Homestead and Point Cook RAAF Museum. Once described as 'the country suburb' Wyndham is a vibrant City with a strong pastoral heritage. Now a thriving locality, Wyndham boasts first-class shopping precincts and quality entertainment outlets while still supporting the development of close-knit communities.

The growth Wyndham is experiencing provides many opportunities for residents and Council. This growth also puts pressure on Wyndham's infrastructure, which requires strong management from Council, in consultation with the community.

Great results have already been achieved through extensive infrastructure planning and investment. The Wyndham community sought the opportunity to be involved in this development and is the driving force behind the success of many projects.

Wyndham is home to a young population eager to see their City continue to prosper. The Wyndham community recognises the benefits associated with high levels of growth, but is also committed to ensuring sustainable development that will serve future communities.

Demand management as related to the provision of services and associated infrastructure is a dynamic process used to cater for the change in population, demographics, and expectations of the community over a long period of time e.g. 20 years.

It is a complex area supported by sound planning that integrates with AM to provide for future services. To achieve an outcome that benefits the community there is a need to coordinate planning activities for the provision of infrastructure through the Planning and Development department.

Over the past years WCC has produced the following planning documents which have been reviewed for the purpose of understanding the impacts of future growth in the community, the need for future infrastructure to support services and impacts on existing infrastructure.

- Growth Boundary Review;
- Planning for Community Infrastructure in Growth Areas, 2008;
- Point Cook Concept Plan;
- Truganina Employment Precinct;
- Werribee South Green Wedge Plan;
- Wyndham North Growth Front; and
- Wyndham Waterways Strategy.

4.2 DEMAND OUTCOMES

Impacts on Existing Infrastructure

The majority of the open space infrastructure works proposed are additions to the open space network and as such no works to existing infrastructure have been identified. However, in developing standards there will be a need to upgrade existing open space to comply with the new standards. There is also a need to upgrade assets that were constructed poorly in the past ten years.

Need for New Infrastructure

WCC maintains a list of ratios for identifying the quantity of new assets to be constructed. A sample list of ratios is provided below.

FACILITY	RATIO OF FACILITY BY POPULATION
Australian Rules Football field	1:2,900
Cricket field	1:2,500
Soccer field	1:3,600
Lawn Bowls	1:5,000
Tennis Court	1:1,000
Netball Court	1:7,000 – 8 outdoor courts, 4 indoor
Aquatic Centre	1:250,000
Open Space	2 Ha per 1,000

Table 5: List of Ratios (facilities vs head of population)

The **Outdoor Sports facility Development Guidelines** includes provision ratios for outdoor open space. This is the recreation Policy which most impacts on assets. This document includes provision ratios for outdoor open space.

In relation to Aquatic Centres, it is likely that Wyndham, fully developed with a population in the order of 400,000 will have two large aquatic centres – the existing one at Derrimut Road which will be redeveloped and enlarged, and a new one on the Tarneit site to the northwest in addition to the outdoor pool at Chirnside Park.

The draft **Indoor sports report** is still being developed however as an indication the following ratios currently apply.

Indoor Courts - 1 Council provided court per 22,000 people. Courts for training purposes provided on school sites by DEECD.

Council provision of indoor courts is likely to be 10-12 courts in the short term at the redeveloped and extended Sports and Fitness Centre site at Ballan Road.

Another 6-8+ courts will then be provided in Tarneit (on the site acquired by Council a year or so ago) in approximately 2021-22. The second facility will most likely be co-located with a new aquatic facility.

In relation to the Wyndham West growth area where precinct structure plans are reasonably well developed, Council is likely to obtain 111.6 ha of active open space over approximately 10 sites. This is in addition to between 20 and 30 one hectare passive open space, plus an area of land along creeks, drainage courses and lakes (possibly another 50-60 hectares).

Analysis of Open Space Assets

To examine the impacts of demand on open space it needs to be addressed by asset type.

Open Space Infrastructure

There is no data available to estimate additional costs due to growth. It is assumed however as this is open space infrastructure growth in assets and therefore growth in maintenance will not be as great as the trees or sports reserves. An estimate of 3% growth per annum has been assumed.

Playgrounds

WCC currently has 160 playgrounds comprising of 155 minor playgrounds and 5 major playgrounds. Fifty percent of the playgrounds have been installed in the past 7 years. WCC has adopted an asset life of 15 years.

1. Renewal Planning

Assuming the cost to replace the minor sites is \$12,000 and replacement of the major sites is \$150,000 based on previous valuations the average expenditure to replace all playground equipment in the next 10 years is \$261,000 per annum or \$2.61million over 10 years.

This closely resembles the funding budgeted in the 10 year playground renewal program of \$2.71million.

2. New/Upgrades

New playgrounds are required through subdivisions and are paid for by developers.

3. Maintenance

As additional playgrounds have not been identified due to the lack of available information, the maintenance budget for 2011/12 (\$431,000) has been extended over the ten years. This funding includes repairs to equipment, softfall, cleaning and inspections of existing playgrounds.

Sports Reserves

As identified in the urban growth section of this strategy an additional \$25million worth of sports fields / ovals are required by 2016. The current facilities are not valued therefore the growth in quantity of facilities will be used. Based on the table in the Urban Growth section of this strategy the sports reserves will increase from 78 to 128 representing an increase of 61% over 9 years (2007) or 6.8% per year. This is a conservative estimate of the increase in future maintenance. The renewal, upgrades and new assets are catered for in the budget forecast.

Based on adopted provision ratios; to meet the sporting needs of the community the following facilities are required by 2016.

ASSET TYPES	POINT COOK	WYNDHAM NORTH	WERRIBEE WEST	TOTAL RQD	COST per ASSET TYPE ¹	TOTAL COST
Football/cricket ovals	10	8	5	23	\$540,000	\$12,420,000
Soccer fields	6	5	4	15	\$440,000	\$6,600,000
Tennis courts	8	12	9	29	\$150,000	\$4,350,000
Netball courts	2	5	4	11	\$150,000	\$1,650,000
					TOTAL	\$25,020,000

Source: Active Open Space and Recreation Facilities In Growth Areas –Nov 2007
Table 6: Quantities and Types of Facilities Required

Trees

There is a significant lack of data for the trees including quantities however, if it is assumed broadly that the number of trees will increase in number at the same rate as the population WCC will inherit 55% more trees over the next 10 years. This also implies that arboriculture maintenance will increase by 55% over ten years or 5.5% per annum. This equates to an additional \$4.1million within the ten year period.

¹ Indexed by CPI (4%) from 2007 estimates

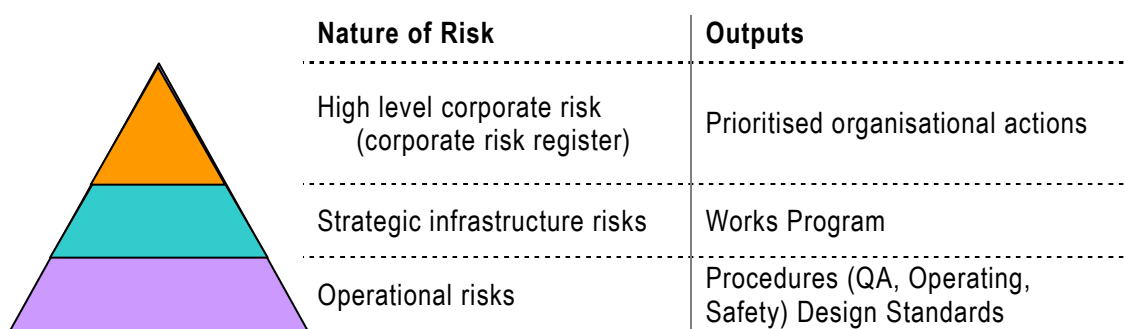
5.0 Risk Management

This section outlines WCC’s risk management framework. It will form the basis of decision making for works associated with operations, maintenance and capital expenditures.

The objective of risk management is to identify the business risks associated with the ownership and management of the open space infrastructure and identify the direct and indirect costs associated with these risks. Council has commenced this process and the outcomes of the register are included in this section.

5.1 CORPORATE RISK

Council is subject to risks at corporate, strategic and operational levels as illustrated below.



Nature of Risk	Outputs
High level corporate risk (corporate risk register)	Prioritised organisational actions
Strategic infrastructure risks	Works Program
Operational risks	Procedures (QA, Operating, Safety) Design Standards

Table 7: Risks within Council

WCC is committed to ensuring that all risks inherent in Council's service delivery are effectively managed. Risk Management is an integral part of good management practice. Council has in place the following risk documentation, data and systems:

- Risk Management Policy, 2007;
- Risk Management Strategy, 2007; and
- Risk Management System (Sentinel).

5.2 RISK MANAGEMENT POLICY, 2007

Council's risk policy is to manage risks in compliance with, or exceeding the minimum requirements of Australian/New Zealand Standard of Risk Management (AS/NZS 4360). Council will also be guided by the Management of Advisory Board – Management Improvement Advisory Committee (MAB-MIAC) Guidelines for Managing Risk in the Australian Public Service.

WCC is committed to proactively manage all risks inherent in its operations. The purpose of the policy is to define the responsibilities of staff and management in the risk management process, and provide guidance to line management for the effective identification and treatment of operational risk. Council recognises that the effective management of risk will help ensure the on-going delivery of services and amenities enjoyed by all ratepayers, residents and visitors to the City of Wyndham.

The main policy objectives of managing risk are to:

- Maintain the highest possible standards for services provided by Council;
- Safeguard Council’s assets – people, financial, property and fleet;
- Create an environment which enables Council to deliver services and meet performance objectives in a timely, efficient and effective manner;

- Ensure resources and operational capabilities are identified and deployed responsibly and effectively;
- Demonstrate transparent and responsible risk management processes which align with accepted best practice; and
- Ensure cost effective outcomes.

5.3 RISK MANAGEMENT STRATEGY, 2007

The Risk Management Strategy outlines the strategic approach for identifying and managing risks for all Directorates within Council. The Strategy aims to bring about a co-ordinated approach to all risk management practices. Wyndham City Council’s Risk Management Strategy is endorsed by the Executive Management Team and sets the risk management direction for all Directorates.

When analysing risks the process should identify, evaluate and implement appropriate strategies to achieve Council’s objectives and to continue to manage operations. Risk management includes economic well-being, social equity and environmental considerations. A thorough risk management analysis examines both the effects of risk and the ability to develop and improve Council’s performance.

The goals for 2006/2008 including their current status are detailed in the table below:

GOAL	STATUS
Review Risk Management Strategy and develop an “embedded” Risk Management System (Sentinel)	Completed
Continue risk management planning process across all of Council	On-going - part of the business plan for all departments
Promote the use of Sentinel Database for the storage, monitoring & reporting of risks	On-going
Improve the CMP Audit score to 80%	Completed – the last audit results were at 86%
Develop a proactive tree inspection program on streets & Council owned reserves	In Progress

Table 8: Risk Management Strategy Status

5.4 HIGH LEVEL RISKS

WCC has identified the infrastructure risks for open space These risks are listed below:

- Falling from play equipment;
- Flooding of open space area;
- Failure of ring and/or pole;
- Failure of retaining/hit up wall;
- Injury from falling while using pathway; or
- Tree branch falls.

5.5 OPERATIONAL RISK

All construction and maintenance work on open spaces and playgrounds are undertaken in accordance with the relevant occupational, health and safety legislation, Code of Practice for Worksite Safety – Traffic Management and Council’s adopted Safety Procedures.

Supervisory staff ensure open space maintenance staff are aware and trained to ensure all rectification works comply with the above.

Operational risks associated with the management of open space infrastructure have been identified as:

- OH&S;
- Public safety;
- Security within Parks;
- Road safety around children play areas; and
- Badly lit areas.

5.6 ASSET CRITICALITY

Criticality takes into consideration low to medium risk assets that may have a high consequence should they fail. It recognises that while risk is low, assets can still fail and in doing so impact significantly on council. In this instance contingency plans are implemented should a failure occur or maintenance activities implemented to prevent failure.

A criticality analysis is used to identify the business critical infrastructure and develop a preventative maintenance program to manage the critical infrastructure as well as identify those assets where inspections or minimal maintenance can be applied without a detrimental impact on the business.

The application of criticality provides a level of certainty and confidence that the preventive maintenance program is appropriate and that the level of attention needed for the assets with respect to future planning is also appropriate. The prioritisation of future works can be based on criticality in conjunction with its counterpart, "**Risk**".

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6.0 Lifecycle Management Plans

This section presents asset condition and performance information and considers the risks described in Section 5 to develop the broad strategies and specific work programmes required to achieve the goals and standards outlined in Section 3 and 4.

As Wyndham’s asset base continues to grow at a rapid rate, Council needs to allocate a greater proportion of its overall budget funding to maintain these assets. As the asset base increases through the building of open spaces, community centres and public open space, staff levels will also need to increase to allow these facilities to be properly serviced and maintained.

As future budgets increase, ratepayers are likely to see a significant increase in the overall cost of services. Federal and State Government cost shifting can also have an impact on Council’s future service budgets. Cost shifting is a practice that Federal and State Governments have employed by various means in the past, but is generally where other tiers of government impose additional legislative or service obligations on local government without an adequate financial allowance (i.e. government grants) for these additional burdens. The result is the imposition of higher costs imposed on Council budgets.

Council has also strongly advocated in the past that State and Federal grant monies have not kept up with Wyndham’s rapid population growth. This has a significant impact on future budgets as service costs in Wyndham are increasing due to inflationary factors and demand factors. If funding levels do not reflect Wyndham’s rapid population growth, the end result is a higher nett cost to Council and higher rate increases.

6.1 OVERVIEW

Council must ensure that it manages all assets on a life cycle basis, with full knowledge of the social, environmental and financial costs, benefits and risks associated with the asset. The life cycle model must give proper consideration to each phase of an asset’s life from inception through to disposal. This life cycle model is illustrated in the figure below:

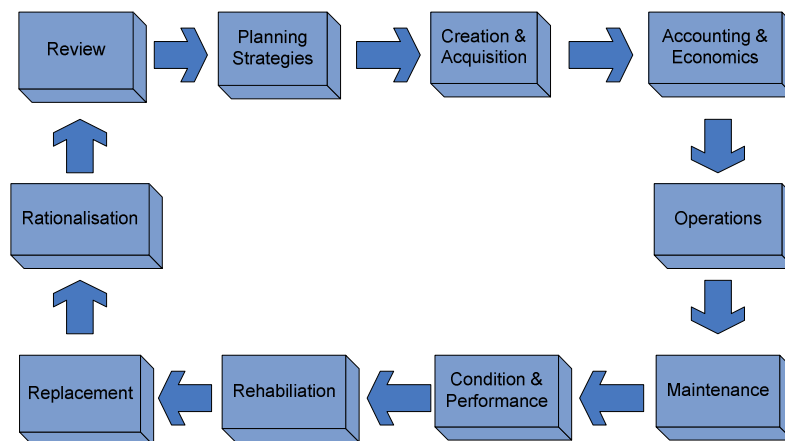


Figure 4: Lifecycle for Asset Management

This lifecycle management plan has been developed to cover the following asset groups:

- Open Space Infrastructure;
- Playgrounds;
- Sports Reserves; and
- Reserve Trees.

Lifecycle Activities

The work categories used for the lifecycle plans are defined below.

Operations - An activity that has no direct effect on asset condition, consumes resources and is necessary to keep the asset functioning. The operations expenditure is not readily distinguished from maintenance expenditure in the Council's financial systems.

Typical operational activities include playground audits, condition assessments or asset inspections.

Maintenance – An activity that will retain / maintain the asset's current condition or performance level. Routine maintenance is the day to day work required to keep assets operating at required service levels, and falls into two broad categories:

- Planned (proactive) Maintenance: Proactive inspection and maintenance works planned to prevent asset failure; and
- Unplanned (reactive) Maintenance: Reactive action to correct asset malfunctions and failures on an as required basis (i.e. emergency repairs).

Maintenance is defined in each section of the lifecycle plan, and includes all repairs and maintenance that are not classified as renewals.

A key element of AM planning is determining the most cost-effective blend of planned and unplanned maintenance.

Renewal / Replacement – An activity that replaces an asset with one that meets contemporary functional requirements. These works are defined as being the:

- Renewal and rehabilitation of existing assets to their original size and capacity, or,
- Replacement of the entire component of the asset with the equivalent size or capacity.

Examples of renewals expenditure include:

- Playground replacement; or
- Rehabilitation of oval surfaces.

Upgrades – Upgrade work is related to the extension or augmentation of an asset in response to growth or an increase in the defined levels of service.

Upgrades are defined as assets either being:

- Works which improves an asset beyond its original size or capacity; or
- Works which increase the capacity of an asset; or
- Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.

Upgrade activities may include:

- Extending playing field;
- Increasing size of pump; and
- Adding play equipment to a playground precinct.

New Works – creation/acquisition, purchase of assets.

New assets required for growth are distinguished from those required for improvements to levels of service, because of differences in how these assets can be funded. Growth related works can also

be separated into those that are Council funded (including those funded by developer contributions), and those that are vested in the Council as a condition of development. The following table identifies the reasons for the construction of new assets.

ASSET TYPE	REASON
Open Space Infrastructure	<ul style="list-style-type: none"> Inherited assets from Developers on a case by case basis Construction of supporting infrastructure Installation of open space assets and furniture Master planning outcomes
Playgrounds	<ul style="list-style-type: none"> Community needs Master planning outcomes
Sports Reserves	<ul style="list-style-type: none"> Community needs Master planning outcomes
Reserve Trees	<ul style="list-style-type: none"> Inherited assets from Developers Provided by Council in response to a need or as part of a broader open space strategy Master planning outcomes

Table 9: Reasons for New Assets

Disposal – Sale, removal or decommissioning of an asset.

These work categories must be separately identified and accounted for because, broadly:

- **Operational** expenditure must be expensed in the financial year it is incurred: it can be a “life-cycle” asset cost in that it may influence the timing of renewals, but unlike maintenance, the activity does not physically alter the condition of the asset;
- **Maintenance** expenditure must also be expensed in the financial year it is incurred, and is a “life-cycle” asset cost as it physically changes the asset and is a determinant to the timing of renewals;
- **Renewal** expenditure is capitalised, replaces the existing asset base, and is directly related to the on-going replenishment of “service potential”;
- **Upgrades** are capitalised, and the asset base modified (as appropriate);
- **New** assets are also capitalised, and add to the asset base; and
- **Disposals** reduce the asset base.

Lifecycle Management Structure

The management structure established by Council for managing the lifecycle of its open space infrastructure is identified in the following figure:

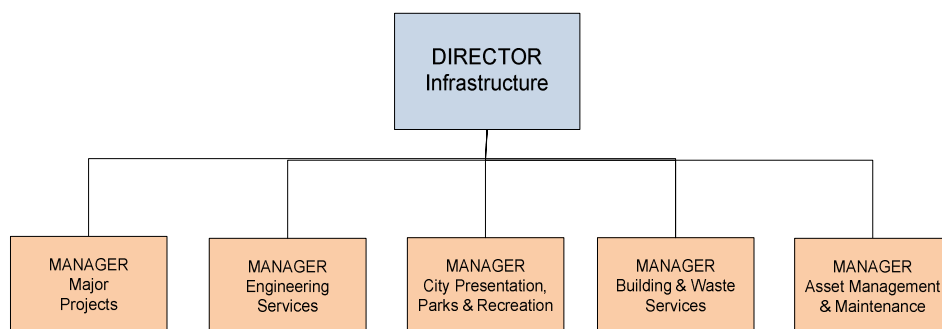


Figure 5: Management Structure

Asset Performance

Asset performance may be measured by:

1. Asset Age;
2. Asset Condition;
3. Asset Maintenance Histories and
4. Number of Customer Requests

The following table identifies the current status of the first three performance factors.

ASSET TYPE	ASSET AGE	ASSET CONDITION	MAINTENANCE HISTORY
Open Space Infrastructure	Data not available	Data not available	Not currently recorded.
Playgrounds	In most cases a year installed has been specified against the play equipment.	Playground equipment inspected for defects, safety and compliance only	Not currently recorded.
Sports Reserves	Data not available	Inspected for defects, safety and compliance only. Also inspected before use for fit for purpose.	Not currently recorded.
Reserve Trees	Data not available	Inspected for defects, safety and compliance only.	Not currently recorded.

Table 10: Status of Performance Factors by Asset Type

Summary Customer Requests

In total 5,252 requests were received in 18 months which equates to 16 per day. Of these requests approximately 76% were related to tree and mowing requests. This highlights the high maintenance required and the aesthetic importance of the open space. In addition, it highlights the importance of open space to the community.

ASSET TYPE	NUMBER OF REQUESTS
Open Space Infrastructure	2,141
Playgrounds	108
Sports Reserves	7
Reserve Trees	2,996
Total	5,252

Table 11: Total Customer Requests

While the customer request provides an insight into the activities undertaken to address these requests it is not possible to distinguish between nature strip and reserve trees. A code is needed to be added to Proclaim to allow for this level of interrogation as well as a location to identify any potential trends.

The detail of the customer requests is provided under each asset type

6.2 OPEN SPACE INFRASTRUCTURE

Key Issues

The main key issue related to the management of WCC open spaces is vandalism and graffiti.

Asset Description

Wyndham has numerous smaller parks and reserves throughout its suburbs. These spaces play a significant role at the local level, providing a close, accessible area for recreational, social and nature-based activities.

WCC's open space network of parks and gardens offer:

- Quiet places to sit and relax;
- Playground areas and fitness trails;
- Picnic and BBQ areas;
- Sporting grounds for football, cricket, lacrosse, rugby, baseball and soccer;
- Open space for walking your dog, jogging or kicking the footy; and
- Open basketball courts.

A summary of open space by asset type is shown in the table below:

OPEN SPACE ASSET TYPE	UNIT	QUANTITY
Retaining & Feature Walls & Hit Up Walls	No.	Unknown
Irrigation Systems	No.	103(13)
Garden Beds	No.	Unknown
BBQs	No.	67(7)
Seats	No.	797
Bins in Park	No.	313
Drinking Fountain	No.	23
Picnic settings	No.	356
Bollards	No.	14018
Gates	No.	186
Water Fountain	No.	1
Lights Training lights	No.	51(32)
Lighting carparks, reserves/parks	No.	546
Fencing pool type fencing, farm fencing, cyclone fencing, steel fencing, gates, bollards, post/rail	Mtrs	Unknown
Basketball ½ half courts	No.	38(1)
Basketball Rebound Wall	No.	1
Basketball Hoops	No.	44
Pathways	Mtrs	19,956
Boardwalks	Mtrs	7,618
Bike Paths	Mtrs	80
Shelters	No.	50

OPEN SPACE ASSET TYPE	UNIT	QUANTITY
Signage	No.	265
Monuments	No.	40
Bridges	No.	67(23)
Culverts	No.	233(67)
Carparks	No.	27

Table 12: Open Space Infrastructure Covered in the Lifecycle Management Plan

Open Space Classification

The Wyndham open space network is classified by the following:

OPEN SPACE CLASSIFICATION	QUANTITY	AREAS (m ²)	DESCRIPTION
Active	54	3,245,705	Reserves where organised sports such as AFL, NRL, cricket, soccer etc are undertaken by community sports clubs
Conservation	2	222,854	They are reserves where the council preserves the flora/fauna indigenous to the area and other endangered species of plants and animals.
Drainage Reserve - Stormwater	6	42,135	It is a land which is an easement which houses drainage pipes or other drainage infrastructure or swales. They can be used as passive reserves as well. Some drainage reserves contain wetlands and the area around the drainage line can also be used for passive recreation.
Passive	1222	22,941,909	A passive reserve could be a linear reserve, a walkway reserve, a park or a tree reserve. It is a place where the community can engage in walking, playing, meeting. Passive reserves do not cater for any organised sports.
Undeveloped Land	7	95,008	A piece of land that the council holds for future development for active/passive reserve or for future economic benefit.

Table 13: WCC Functional Open Space Classification

Open Space Types

The Wyndham open space network is also identified by the following types of open space:

OPEN SPACE TYPE	QUANTITY	AREAS (m ²)	DESCRIPTION
Linear Reserve	276	2,459,003	A linear reserve describes the shape of the reserve. It can follow a road or follow a natural or manmade water course. It could also follow a road or could be between two stages to act as pedestrian access. They are generally there for passive recreation. Some of them have got garden beds or trees. They may also have benches, seats and there could be a pedestrian or shared pathway
Park	283	2,235,340	These are open spaces which are more strictly defined by their boundaries. It normally does not cross over into other suburbs but some of the new developments they could be a shared open space between 2 suburbs. They may contain BBQ, benches, seats, playgrounds. There is no provision for organised sport
Sports Reserve	55	3,245,797	Reserves where in organised sports such as AFL, NRL, cricket, soccer etc. are undertaken by community sports clubs

OPEN SPACE TYPE	QUANTITY	AREAS (m ²)	DESCRIPTION
Tree Reserve	441	5,173,823	They are open space adjacent to road reserve. Its intention is to prevent a property from having direct access to adjoining road. It is generally found on declared arterial roads. The width could vary from one meter to about 10 meters. And it has vegetation which may or may not include trees.
Vacant Land	6	78,721	Land owned by Council but does not provide any services at this time.
Walkway Reserve	203	90,093	This is a piece of open space connecting two streets, connecting passive areas or a street to another passive or active reserve. They normally have vegetation and occasionally could have trees if they are wide enough. They can also have bollards and pedestrian/shared pathways.
Wetlands	2	222,854	It could exist by itself but it is generally a part of a bigger reserve like a drainage reserve since it is a part of the drainage system. It normally is a piece of land which houses a series of manmade shallow lakes which filter out incoming drainage water before releasing it to the downstream water course. Normally it contains aquatic plants which help in water filtering and also serves a decorative purpose. If the catchment area is greater than 40 hectares then it will be a Melbourne water asset. In this case Melbourne water maintains to the high water line and council picks up the rest of the area.
Refuse Disposal Facility	6	2,365,852	The Refuse Disposal Facility is a business of the council that provides for the safe and efficient disposal of waste in accordance to the EPA license and the operation of the transfer facility, meeting the needs of the residents as well as diverting recyclables from land fillings.
Drainage Reserve	5	37,293	It is a land which is an easement which houses drainage pipes or other drainage infrastructure or swales. They can be used as passive reserves as well. Some drainage reserves contain wetlands and the area around the drainage line can also be used for passive recreation.

Table 14: WCC Open Space Types

Customer Requests

The following table identifies the number of requests made in relation to open space infrastructure over the period starting 1/01/10 till 25/5/2011.

ASSET TYPE	NUMBER OF REQUESTS
Bollard Seat New	11
Bollard Seat Replacement	53
Carpark Light Replacement	1
Carparks Pavement Repair	1
Cleaning Beach	2
Fence Repair	45
Furniture Maintenance	172
Garden Bed Maintenance	76
General Enquiry (Reserves)	200
Graffiti on Council Property	76

ASSET TYPE	NUMBER OF REQUESTS
Irrigation Open Space	18
Landscape	21
Litter Removal	294
Minor Development - Reserves	4
Mowing	993
Mulch in Parks	46
Offensive Graffiti - Council Owned	20
Open Space Furniture	2
Park Lights Replacement	8
Park New Development	5
Path Repair	7
Signage New	4
Signage Replacement	6
Weed Control Reserves	76

Table 15: Open Space Infrastructure Customer Requests

As can be seen above there are 25 categories identified from the customer request system relating to open space infrastructure. The graph below represents the results in the table above:

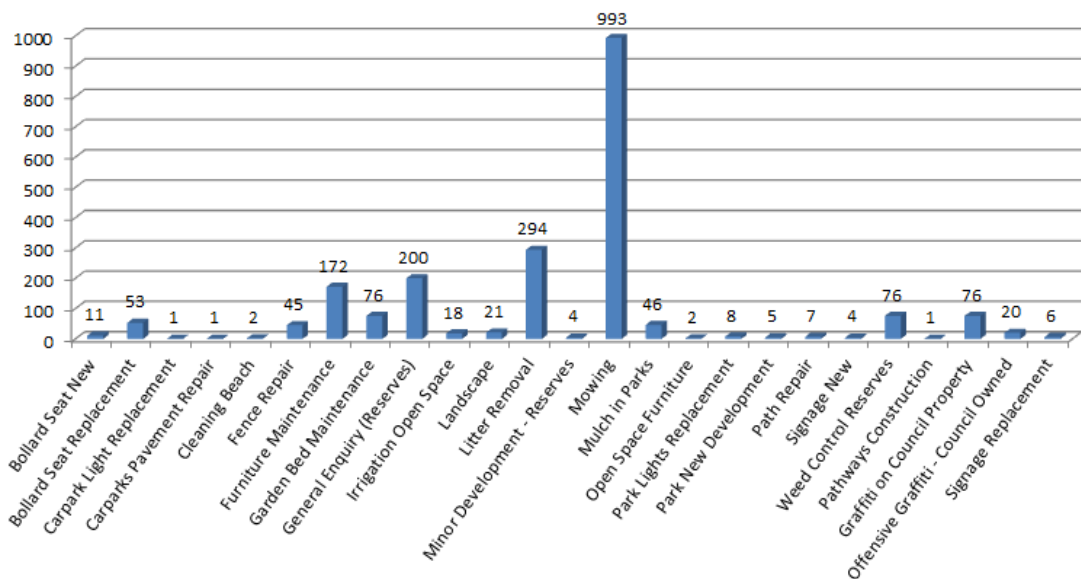


Figure 6: Open Space Infrastructure Customer Request Chart

It can be seen above that mowing requests by far are the highest made request. Second to this the common issues, in order include:

- Litter removal in parks and reserves;
- General reserve enquiry's;
- Park furniture maintenance;
- Weed Control Reserves; and
- Graffiti on Council Property.

There have been 993 requests for mowing in less than 18 months. This when compared to the 1001 reserves/parks within the municipality, without knowing the specific location of each request, equates to approximately 1 request per reserve per year.

Historical Expenditure

Historical expenditure for open space infrastructure is detailed below:

	2006/07	2007/08	2008/09	2009/10	BUDGET 2010/11	FORECAST (PREP FEB) 2010/11	PROPOSED BUDGET 2011/12	TOTAL
Operations	NA	NA	NA	NA	NA	NA	NA	NA
Maintenance	NA	NA	\$4,523,377	\$6,469,425	\$7,256,611	\$7,277,994	\$8,714,555	\$34,241,962
Renewal	NA	NA	NA	NA	NA	NA	NA	NA
Upgrade	NA	NA	NA	NA	NA	NA	NA	NA
New Works	\$720,748	\$870,038	\$1,038,175	\$2,286,270	NA	NA	NA	\$4,915,231
Total	\$720,748	\$870,038	\$5,561,552	\$8,755,695	\$7,256,611	\$7,277,994	\$8,714,555	

NA - Not Available

Table 16: Open Space Historical Expenditure

Asset Value

The table below identifies the current financial valuation of the open space infrastructure.

OPEN SPACE ASSET TYPE	CURRENT VALUE (RC)	WRITTEN DOWN VALUE (WDV)
Retaining & Feature Walls & Hit Up Walls	NR	NR
Irrigation Systems	\$415,768 ²	\$290,743
Garden Beds	NR	NR
BBQs	\$59,173 ³	\$34,184
Seats	NR	NR
Bins in Park	NR	NR
Drinking Fountain	NR	NR
Picnic settings	NR	NR
Bollards	NR	NR
Gates	NR	NR
Water Fountain	\$97,360	\$79,264
Training Lights	\$570,159 ⁴	\$516,162
Lighting carparks, reserves/parks	NR	NR
Fencing pool type fencing, farm fencing, cyclone fencing, steel fencing, gates, bollards, post/rail	\$999,427	\$644,289

² Value represents 13 of the 103 Irrigation Systems

³ Value represents 7 of the 67 BBQs

⁴ Value represents 32 of the 51 Training Lights

OPEN SPACE ASSET TYPE	CURRENT VALUE (RC)	WRITTEN DOWN VALUE (WDV)
Basketball Half Courts	\$10,994 ⁵	\$9,465
Basketball Rebound Wall	\$33,295	\$27,428
Basketball Hoops	NR	NR
Pathways	\$3,386,509	\$3,027,395
Boardwalks	\$1,739,400	\$1,482,403
Bike Paths	\$1,775,354	\$963,244
Signage	\$58,458	\$605,149
Shelters	NR	NR
Monuments	\$1,282,000	Not Depreciated
Bridges	\$7,878,650 ⁶	\$3,696,268
Culverts	\$14,145,000 ⁷	\$8,400,416
Carparks	\$6,820,753	\$4,328,203
TOTAL	\$39,272,300	\$24,104,613

NR – No Records
Table 17: Open Space Pavement Value

The current value by asset type is provided in the chart below:

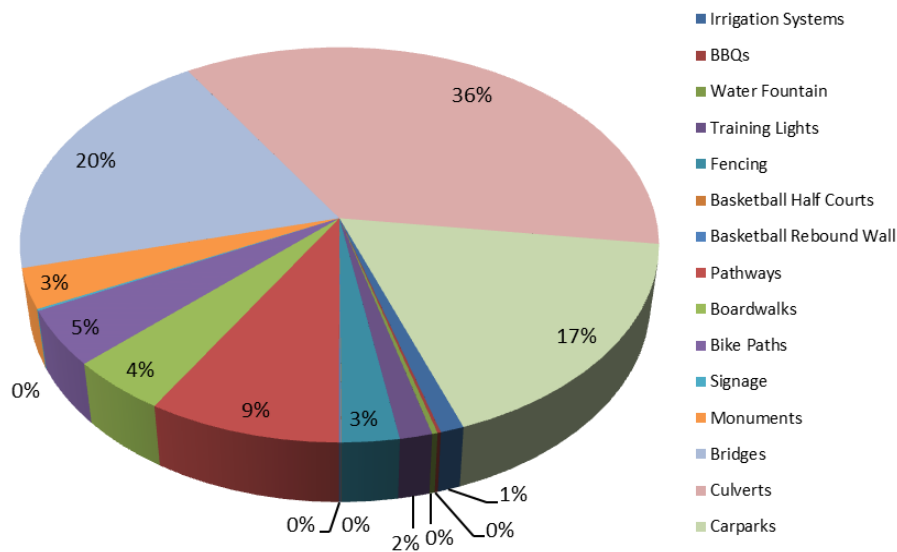


Figure 7: Open Space Infrastructure by Replacement Value

It can be seen above that culverts and bridges hold the most value out of the open space assets.

⁵ Value represents 1 of the 38 Basketball Half Courts

⁶ Value represents 23 of the 67 Bridges

⁷ Value represents 67 of 233 Culverts

Works Identification and Prioritisation

Works related to open space infrastructure are identified as follows, either through:

- Customer Requests;
- Internal or Stakeholder notification; or
- Inspections undertaken on a weekly basis.

Maintenance works identified are prioritised based on safety. All of our capital works expenditure for upgrades, renewals and new works for open space infrastructure have historically been based on customer complaints. The more complaints that are received for a particular site, determine the order of priority for works, following site visits to determine that there is a genuine case for action.

6.3 PLAYGROUNDS

Key Issues

WCC's main concern for playgrounds is vandalism and graffiti.

Asset Description

WCC's playgrounds are situated in parks and reserves across the municipality ranging from adventure playgrounds to neighbourhood play equipment.

ASSET TYPE	QUANTITY (NO.)
Major	5
Local	155
Total	160

Table 18: Playgrounds Covered in the Lifecycle Management Plan

Playground Functional Hierarchy

The playgrounds hierarchy is key in the management of the playground assets as the playgrounds classification that is assigned to each playground is used to determine the inspection frequencies, maintenance regimes and standards for new construction.

The WCC playgrounds are characterised by the following:

HIERARCHY	DEFINITION
Major	Adventure playgrounds
Local	Playgrounds located in neighbourhood parks

Table 19: WCC Functional Playground Hierarchy

Customer Requests

The following table identifies the number of requests made in relation to playgrounds over the period starting 1/01/10 till 25/5/2011.

ASSET TYPE	NUMBER OF REQUESTS
Playground Maintenance	98
Playgrounds General	6

ASSET TYPE	NUMBER OF REQUESTS
Soft Fall Maintenance	4

Table 20: Playgrounds Customer Requests

As can be seen above there are 3 categories identified from the customer request system relating to playgrounds. The graph below represents the results in the table above:

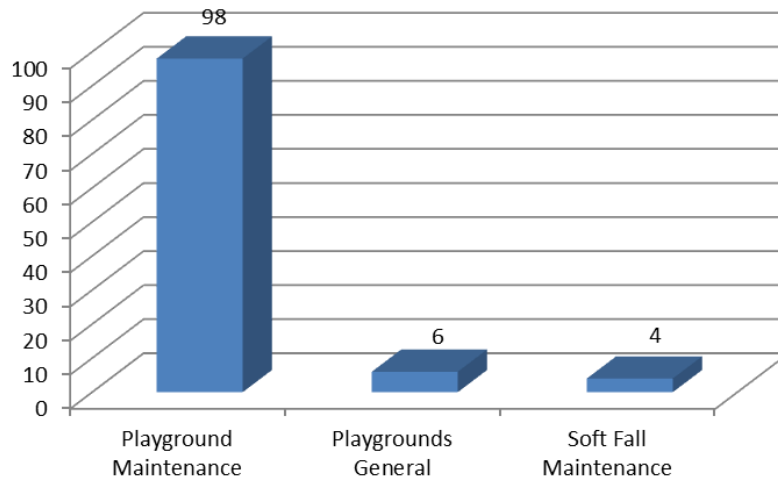


Figure 8: Playground Customer Request Chart

It can be seen above that playground maintenance requests by far are the highest made request.

There have been 98 requests for playground maintenance in less than 18 months. This when compared to the 160 playgrounds within the municipality, without knowing the specific location of each request, equates to less than 1 request per playground per year.

Historical Expenditure

Historical expenditure for playgrounds is detailed below:

	2006/07	2007/08	2008/09	2009/10	BUDGET 2010/11	FORECAST (PREP FEB) 2010/11	PROPOSED BUDGET 2011/12	TOTAL
Operations	NA	NA	NA	NA	NA	NA	NA	NA
Maintenance	NA	NA	\$242,767	\$295,913	\$438,394	\$356,898	\$431,453	\$1,765,425
Renewal	NA	NA	NA	NA	NA	NA	NA	NA
Upgrade	NA	NA	NA	NA	NA	NA	NA	NA
New Works	\$369,527	\$235,714	\$47,401	\$463,429	NA	NA	NA	\$1,116,071
Total	\$369,527	\$235,714	\$290,168	\$759,342	\$438,394	\$356,898	\$431,453	

NA - Not Available

Table 21: Playgrounds Historical Expenditure

Asset Value

The table below identifies the current financial valuation of the playgrounds network:

OPEN SPACE ASSET TYPE	CURRENT VALUE (RC)	WRITTEN DOWN VALUE (WDV)
Local	\$1,240,337	\$1,139,601
Major	\$606,717	\$457,646
TOTAL	\$1,847,054	\$1,596,247

Table 22: Playground Values

The current value by asset type is provided in the chart below:

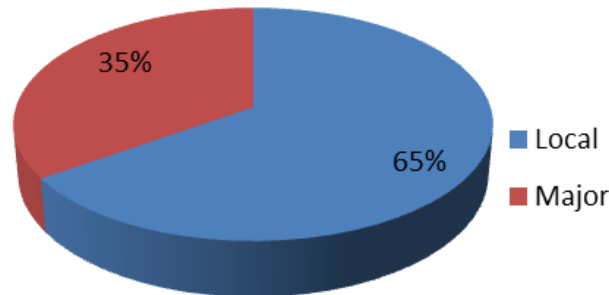


Figure 9: Playgrounds by Replacement Value

It can be seen above that local playgrounds represent a greater proportion of the network value.

Works Identification and Prioritisation

Works related to playgrounds are identified as follows, either through:

- Customer Requests;
- Internal or Stakeholder notification; or
- Inspections undertaken to comply with Playground Standards.

Works identified are prioritised using the following criteria:

- M1 - Maintenance - Urgent Safety Issue;
- M2 - Maintenance - High Priority;
- M3 - Maintenance – General;
- U - Undersurfacing - Upgrade Required;
- G – Graffiti;
- S - Standards - Non Compliance Issue;
- R - Recommendation - Our Solution To A Potential Hazard Not Covered By AS 4685; and
- NC - Non Compliant With AS 4685 (Previously Compliant To AS 1924).

6.4 SPORTS RESERVES

Key Issues

The key issues related to the management of WCC sports reserves are:

- Catering for the water demands through the drought has been difficult. A partnership with CityWest was formed to build a recycled water pipeline to cater for drought times; and
- Managing grassed areas to cope with higher salinity and nutrient levels from using recycled water is challenging. Will need to select more tolerant grasses.

Asset Description

WCC provides the opportunity to participate in recreational activities offering:

- Sporting grounds for football, cricket, soccer, athletics etc.;
- Open basketball and tennis courts;
- Multipurpose courts;
- Skate parks; and
- BMX Tracks.

Sportsgrounds

WCC has an array of sports spaces, from formal competition fields and club-shared fields, to general recreation ovals.

A summary of sports reserves by asset type is shown in the table below:

OPEN SPACE ASSET TYPE	UNIT	QUANTITY
Sports Fields	No.	25
Cricket Practice Nets (synthetic)	No.	36(35)
Cricket Wickets (hard)	No.	15
Cricket Wickets (turf)	No.	7
Athletics Track	No.	1
Netball Courts	No.	16(13)
Tennis Courts	No.	41(26)
Multipurpose Courts	No.	1
Irrigation Systems	No.	25 (18)
Water Tanks	No.	12 (2)
Ground Water Bores and Pumps	No.	1
Skate Parks	No.	3
BMX Tracks	No.	1

Table 23: Sports Reserves Covered in the Lifecycle Management Plan

Asset Hierarchy

The outdoor sports facilities hierarchy is key in the management of the outdoor sports facilities assets as the classification that is assigned to each outdoor facility is used to determine the inspection frequencies, maintenance regimes and standards for new construction.

The WCC outdoor sports facilities are characterised by the following:

HIERARCHY	DEFINITION
Regional	<p>Regional level facilities are the highest order facilities in the hierarchy and will serve a population catchment, which extends beyond Wyndham’s municipal boundaries.</p> <p>Regional level facilities will be constructed to a standard capable of hosting an elite level of competitive sport, such as AFL/VFL football or Premier cricket and finals for State/Regional sporting associations.</p> <p>Facilities at this level will be of a higher standard and larger scale than lower order facilities. An example of an existing facility classified Regional in Wyndham is the oval precinct at Chirnside Park.</p>
Municipal	<p>Municipal level facilities primarily cater for those sports with lower participation rates where there is only one or two facilities located within the municipality (e.g. baseball, softball, hockey, BMX etc).</p> <p>This category does not apply to sports with high participation rates where there are multiple facilities at different levels within the hierarchy located across the municipality. Sports in the high participation rate category, as determined by the Participation in Exercise Recreation and Sport Survey (ERASS), include Australian Rules Football, Cricket, Soccer, Tennis and Netball. Municipal level facilities will primarily attract Wyndham residents and will serve a population catchment, which exceeds 45,000 people.</p> <p>Examples of existing facilities classified Municipal in Wyndham include; the hockey, softball and baseball facilities at Presidents Park and the athletics facility at VU Sporting Complex.</p>
District	<p>District level facilities will primarily attract Wyndham residents and will generally serve a population catchment of between 8,000 and 45,000 people.</p> <p>District level facilities will be capable of hosting a senior level of competition and training for local sporting associations, clubs and schools.</p> <p>Facilities at this level will be of a lower standard and smaller scale than that provided at higher order facilities and of a higher standard and larger scale than that provided at the neighbourhood level. There will be multiple facilities of a similar standard located across the municipality.</p> <p>Examples of existing facilities classified District in Wyndham include; Hogan’s Road Reserve (Football & Cricket), Galvin Park (Soccer) and Cambridge Reserve (Tennis).</p>
Neighbourhood	<p>Neighbourhood level facilities will primarily attract Wyndham residents and will generally serve a population catchment of 8,000 people and below.</p> <p>Neighbourhood level facilities will primarily cater for junior competition and training and may be capable of hosting a low grade of senior sport. Facilities at this level will be of a lower standard and smaller scale than all other higher order facilities.</p> <p>Neighbourhood level facilities may include; school facilities being used as joint-use facilities with the community, Council facilities co-located with school sites or community facilities constructed by property developers such as community use tennis courts.</p> <p>Examples of existing facilities classified Neighbourhood in Wyndham include; Recreation Centre Reserve (Football & Cricket), VU Sporting Complex (Soccer) and Seasons Estate (Tennis).</p>

Table 24: WCC Functional Outdoor Sports Facilities Hierarchy

Customer Requests

The following table identifies the number of requests made in relation to sport reserves over the period starting 1/01/10 till 25/5/2011.

ASSET TYPE	NUMBER OF REQUESTS
Irrigation Sports Grounds	1
Sports Ground Maintenance	6

Table 25: Sport Reserves Customer Requests

As can be seen above there are 2 categories identified from the customer request system relating to sport reserves. The graph below represents the results in the table above:

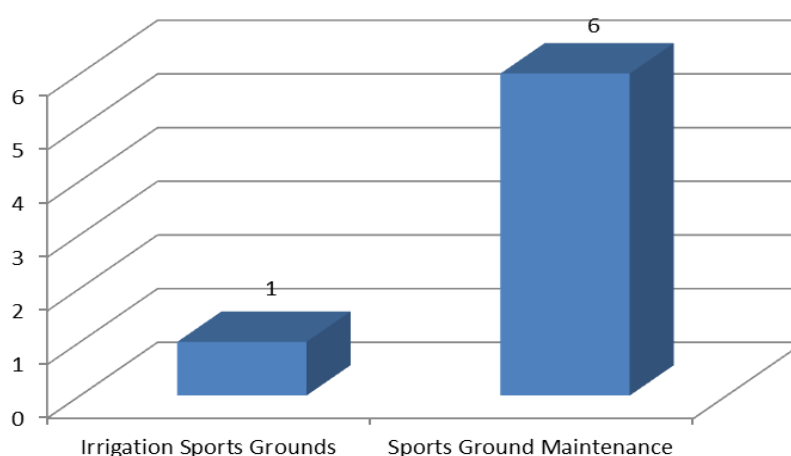


Figure 10: Sport Reserves Customer Request Chart

There have only been 7 requests in total made against the sports reserves category, 6 of which are for sportsground maintenance.

Historical Expenditure

Historical maintenance expenditure for sports reserves is detailed below:

	2006/07	2007/08	2008/09	2009/10	BUDGET 2010/11	FORECAST (PREP FEB) 2010/11	PROPOSED BUDGET 2011/12	TOTAL
Operations	NA	NA	NA	NA	NA	NA	NA	NA
Maintenance	NA	NA	\$955,775	\$1,342,585	\$1,116,807	\$1,061,914	\$1,172,578	\$5,649,659
Renewal	NA	NA	NA	NA	NA	NA	NA	NA
Upgrade	NA	NA	NA	NA	NA	NA	NA	NA
New Works	\$170,228	\$3,387,326	\$118,493	\$1,184,317	NA	NA	NA	\$4,860,364
Total	\$170,228	\$3,387,326	\$1,074,268	\$2,526,902	\$1,116,807	\$1,061,914	\$1,172,578	

Table 26: Sports Reserves Historical Expenditure

Asset Value

The table below identifies the current financial valuation of the sports reserves:

OPEN SPACE ASSET TYPE	CURRENT VALUE (RC)	WRITTEN DOWN VALUE (WDV)
Sports Fields	NR	NR
Cricket Practice Nets (synthetic)	\$255,644	\$142,370
Cricket Wickets (hard)	NR	NR
Cricket Wickets (turf)	NR	NR
Athletics Track	\$1,620,574	\$1,224,754
Netball Courts	\$543,363	\$435,057
Tennis Courts	\$662,897	\$358,869
Multipurpose Courts	\$150,000	\$150,000
Irrigation Systems	\$1,061,073	\$716,337
Water Tanks	\$44,822	\$39,574
Ground Water Bores and Pumps	NR	NR
Skate Parks	\$755,302	\$419,616
BMX Tracks	\$10,900	\$0
TOTAL	\$5,104,575	\$3,486,577

NR – No Records
Table 27: Sports Reserves Value

The current value by asset type is provided in the chart below:

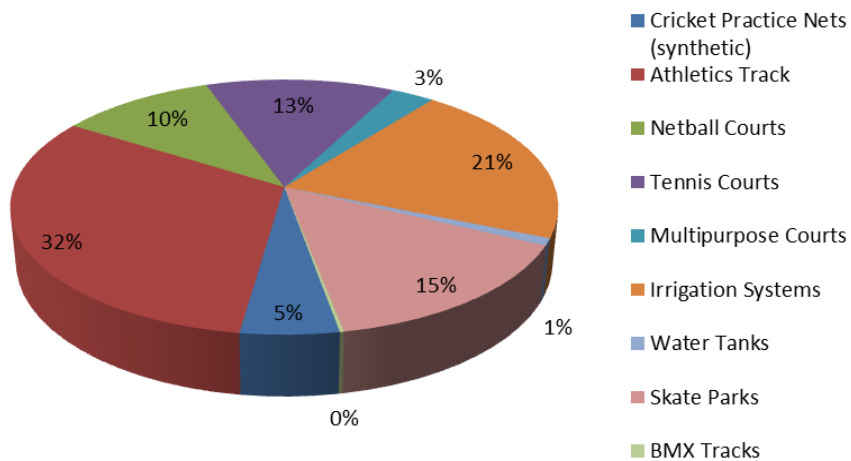


Figure 11: Sports Reserves by Replacement Value

It can be seen above the athletics track and irrigation systems represent the greatest proportion of the sports reserve value.

Works Identification and Prioritisation

Maintenance works related to sports reserves are identified as follows, either through:

- Customer Requests;
- Internal or Stakeholder notification; or
- Inspections undertaken on a proactive and reactive basis.

Council has a Capital Works list which includes all Club requests for renewals, upgrades and new projects. All projects are listed on the spreadsheet including the 10 year plan, and current requests. Projects are reviewed against the current growth/demands, policies, Master Plans and Strategic Plans. Projects are shortlisted based on this process and business cases submitted for the proposed works program. The entire list of requested projects is submitted which identifies all projects considered in that capital works round.

6.5 RESERVE TREES

Key Issues

The key issues related to the management of WCC trees are:

- Tree issues (root intrusion into drainage system);
- Trees into drainpipes (approx 1%);
- Footpath damage from root intrusion (1 - 2%);
- Vandalism of young trees;
- There have been a couple of problems in the past with residents trying to poison trees;
- Right now there are no big issues with the way the trees are managed, but in the future given the rapid growth of the Wyndham, it is likely that there will be issues; and
- The tree crew would like to see an asset management system for Trees. The idea is to collect the tree information through an external contractor and then use the internal crew to maintain it on a regular basis.

Asset Description

The number of reserve trees in the municipality is not currently known as illustrated in the following table:

OPEN SPACE ASSET TYPE	UNIT	QUANTITY
Reserve Trees	No.	Unknown

Table 28: Trees Covered in the Lifecycle Management Plan

This plan does not include street trees.

Customer Requests

The following table identifies the number of requests made in relation to reserve trees over the period starting 1/01/10 till 25/5/2011.

ASSET TYPE	NUMBER OF REQUESTS
Damaged Tree	2
Fallen Trees	687
New Tree Planting	230
Over Hanging Branches	2
Root Intrusion	61
Tree Assessment	72
Tree Pruning	1076
Tree Removal	452
Tree Replacement	317

ASSET TYPE	NUMBER OF REQUESTS
Tree Stumps	97

Table 29: Reserve Trees Customer Requests

As can be seen above there are 10 categories identified from the customer request system relating to reserve trees. The graph below represents the results in the table above:

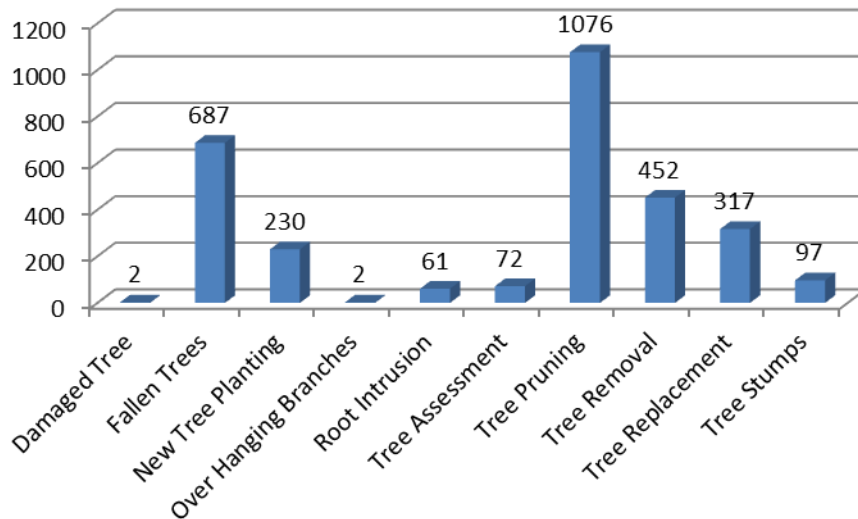


Figure 12: Reserve Trees Customer Request Chart

It can be seen above that tree pruning requests by far are the highest made request. Second to this the common issues, in order include:

- Trees Fallen;
- Tree Removal;
- Tree Replacement;
- New Tree Planting;
- Tree Stumps;
- Tree Assessment; and
- Root Intrusion.

Without knowing the number of reserve trees within the municipality it is difficult to analyse the data above.

Historical Expenditure

Historical maintenance expenditure for trees is detailed below:

	2008/09	2009/10	BUDGET 2010/11	FORECAST (PREP FEB) 2010/11	PROPOSED BUDGET 2011/12	TOTAL
Operations	NA	NA	NA	NA	NA	NA
Maintenance ⁸	\$818,339	\$1,529,695	\$2,055,486	\$2,177,605	\$2,371,686	\$8,952,811

⁸ Includes the street tree planting program

	2008/09	2009/10	BUDGET 2010/11	FORECAST (PREP FEB) 2010/11	PROPOSED BUDGET 2011/12	TOTAL
Renewal	NA	NA	NA	NA	NA	NA
Upgrade	NA	NA	NA	NA	NA	NA
New Works	NA	NA	NA	NA	NA	NA
Total	\$818,339	\$1,529,695	\$2,055,486	\$2,177,605	\$2,371,686	

NA – Not Available
Table 30: Trees Historical Expenditure

Asset Value

Reserve trees are not currently valued.

Works Identification and Prioritisation

Works related to trees are identified as follows, either through:

- Customer Requests;
- Internal or Stakeholder notification; or
- As part of the tree audit program.

Maintenance works identified are prioritised based on safety.

6.6 INSPECTIONS

Inspections are undertaken on a regular basis to ensure that the road assets are being maintained in a safe manner and that adopted intervention levels are being met.

ASSET TYPE	INSPECTIONS (HIGH PROFILE RESERVES)
Open Space Infrastructure	<p>Reserve furniture including seats, BBQ's etc. are inspected weekly by the parks furniture crew. Basketball facilities are also inspected on a weekly basis by the parks furniture crew. Any defects observed through the inspections are raised and a work order is issued for its repair.</p> <p>All other open space infrastructure are inspected reactively in response to customer requests or other notification types.</p>
Playgrounds	<p>Inspections are undertaken on a regular basis to ensure that the playgrounds assets are being maintained in a safe manner and that adopted intervention levels are being met.</p> <p>Playgrounds are inspected weekly by the parks furniture crew. They are also audited every 6 months, to identify potential risks and identify actions to mitigate risks.</p>
Sports Reserves	<p>Inspections undertaken by WCC for sports reserves are as follows:</p> <ul style="list-style-type: none"> • Irrigation systems including water tanks inspected weekly by the irrigation crew to identify broken sprinkler heads, pump maintenance etc.; • Ground water bores and pumps are inspected monthly by the irrigation crew; • Cricket pitches and sports fields are inspected weekly by the turf crew to identify any defects; and • BMX tracks are inspected by clubs on a frequent basis and audited by a council representative. <p>The athletics track is owned by Vic University and Council in a joint ownership venture. The track is inspected by the Club on a reactive basis.</p> <p>The track and field's are inspected fortnightly for wear and tear/ OHS/ ground issues. Inspections are completed by a Parks Unit Officer and the Sport and Recreation Officer.</p> <p>The track is inspected by each sport prior to their use of the site to ensure that it is fit for use.</p>

ASSET TYPE	INSPECTIONS (HIGH PROFILE RESERVES)
	Skate parks are inspected weekly by the parks furniture crew. They are also audited every 6 months, to identify risk and condition on a 1-5 rating scale (1 being the priority).
Reserve Trees	Tree inspections are undertaken on a reactive basis in response to customer complaints. WCC have just embarked on a tree auditing program being performed by the tree crew.

Table 31: Inspection Activities

All reserves that are not high profile are inspected monthly.

6.7 OPERATIONS AND MAINTENANCE PLAN

In general the regular and on-going maintenance of the open space infrastructure is necessary to:

- Maintain safe infrastructure for all users; and
- Provide open spaces that meet user satisfaction and expectations.

The regular and on-going maintenance of the playgrounds network is necessary to:

- Make the playgrounds safe;
- Improve the aesthetics of the playgrounds;
- Maintain customer satisfaction; and
- Meet levels of service.

The regular and on-going maintenance of the sports reserves is necessary to:

- Maintain a safe playing surface for all users;
- To optimise the condition and usability of sports grounds;
- Provide clean, quality and appealing infrastructure to support recreation and leisure services; and
- Continually provide the best possible service in line with defined service levels.

The operational activities involved in the ownership and management of the WCC open spaces include:

- Inspections; and
- Rubbish Bin Pick Up (weekly).

ASSET TYPE	MAINTENANCE TYPE	MAINTENANCE	FREQUENCY
Open Space Infrastructure	PLANNED	Gardening duties in all public open space including, mulching, weeding, pruning, planting, litter and debris removal, pest and disease control	2-4 weeks
		Programmed turf mowing throughout all public open space areas: <ul style="list-style-type: none"> - Sports fields mowing - All other areas 	Weekly 5 weeks
		Irrigation	Weekly
		BBQ cleaning	Weekly
		Fertilising of ovals quarterly unless deemed otherwise	6 months
	REACTIVE	Vandalism removal	Within 24 hours
		<ul style="list-style-type: none"> • Basketball facility repairs including general repairs, painting, pole replacement, ring replacement, and backboard replacement • Garden bed repairs including repairs to edging and replanting of plant material • BBQ maintenance including repairs to electrical faults • Park furniture and equipment repairs, component replacement and painting • Bulb replacement on park lighting • Recycled water tank repairs • Cleaning of monuments • Park signage and pole replacement • Repairs and sealing of ornamental fountains • Maintenance of practice wicket enclosures and synthetic cricket wickets • Fencing repairs • Maintenance of irrigation systems including repairs and fitting replacement, filter cleaning and pump repairs 	As soon as practical
		Top up of softfall	Major – twice a year (or as required) local - yearly
		Litter removal	Daily
Playgrounds	PLANNED		

ASSET TYPE	MAINTENANCE TYPE	MAINTENANCE	FREQUENCY
	REACTIVE	Repairs to equipment	When required
		Cleaning	
Sports Reserves	PLANNED	Mowing of ovals	Weekly
		Irrigating turf	Weekly
		Spraying, aeration, dressing and seeding patches of ovals	When required
		Scheduled repairs to turf cricket wickets (some clubs responsibility)	Weekly
	REACTIVE	Pest and disease control	When required
		Repairs to concrete and matting of cricket wickets	
		Filling pot holes and levelling jumps at skate and BMX parks (undertaken by council crew and contractors)	
		Athletic track repairs and brushing	
		Water tanks	
		Ground water bores and pumps	
Reserve Trees	REACTIVE	<p>Tree maintenance at WCC is mostly reactive. The following maintenance activities are undertaken:</p> <ul style="list-style-type: none"> • Pruning (contractor) and mulching; • Cabling and bracing; • Control of insect/disease; and • Tree root pruning/removal and root barrier installation works. <p>Wyndham Council has a tree crew that undertakes maintenance activities on trees. Contractors are also used to carry out pruning and mulching activities.</p> <p>90% of the power line maintenance for trees is carried out by contractors. There is a 3-4 year turnaround time for this. At the time of power line maintenance trees are also pruned if required.</p> <p>In order to maintain a desired shape, routine maintenance is performed on most of Councils street trees. This may also apply to reserve trees where required:</p>	As Required

ASSET TYPE	MAINTENANCE TYPE	MAINTENANCE	FREQUENCY
		<ul style="list-style-type: none"> • Uplifting (removing lower branches to achieve a straight, clear trunk and dense canopy form), • Formative pruning (as before, but focused on crown shape), • Reapplication of mulch (for first 2 years after planting); and • Re-staking as required. 	

Table 32: Maintenance Activities

Historical Maintenance Funding

Maintenance expenditure supporting the above activities over the past three years is identified for each asset type in the following table.

PARKS	HISTORICAL MAINTENANCE EXPENDITURE			2011/12 (FORECAST)	TOTAL EXPENDITURE
	2008/09	2009/10	2010/11		
23280 - Parks Maintenance Admin	\$175,171	\$285,586	\$349,749	\$610,368	\$1,420,874
23281 - Graffiti Removal	\$487,028	\$581,885	\$598,235	\$544,728	\$2,211,876
23283 - Horticulture	\$1,174,361	\$1,478,520	\$2,001,289	\$2,401,169	\$7,055,339
23284 - Conservation	\$613,259	\$801,009	\$850,977	\$1,073,291	\$3,338,536
23286 - Parks Furniture	\$210,717	\$329,885	\$336,239	\$343,197	\$1,220,038
23289 - Parks Beautification	\$0	\$390,401	\$545,000	\$607,000	\$1,542,401
23291 - Litter Control	\$0	\$0	\$184,232	\$215,126	\$399,358
23506 - Parks - Utilities & Services	\$0	\$559,587	\$393,000	\$390,500	\$1,343,087
23285 - Mowing	\$1,862,841	\$2,042,552	\$1,997,890	\$2,529,176	\$8,432,459
	\$4,523,377	\$6,469,425	\$7,256,611	\$8,714,555	\$26,963,968
Sports Reserves					
23287 - Irrigation	\$237,027	\$323,686	\$378,371	\$396,511	\$1,335,595
23288 - Turf	\$718,748	\$1,018,899	\$738,436	\$776,067	\$3,252,150
	\$955,775	\$1,342,585	\$1,116,807	\$1,172,578	\$4,587,745
Playgrounds					
23290 - Playground Equipment	\$242,767	\$295,913	\$438,394	\$431,453	\$1,408,527
Trees					
23242 - Street Tree Planting Program	\$0	\$547,750	\$634,063	\$704,001	\$1,885,814
23282 - Arboriculture	\$818,339	\$981,945	\$1,421,423	\$1,667,685	\$4,889,392
	\$818,339	\$1,529,695	\$2,055,486	\$2,371,686	\$6,775,206

Table 33: Summary of Maintenance Expenditure

6.8 CAPITAL PLAN

The majority of Council’s open space consists of land and vegetation with infrastructure supporting the land’s function. The land’s function is generally separated into active or passive activity. The capital plan is focused on delivering the outcomes of master planning, sports facility strategy and in response to future growth. Other capital funding is a result of the existing community needs. The following table identifies the capital funded activities under the headings of:

- Renewal;
- Upgrade; and
- New works.

ASSET TYPE	RENEWAL PLAN	ENHANCEMENT / UPGRADE PLAN	NEW WORKS PLAN
Open Space Infrastructure	There is no formal renewal plan for open space infrastructure. All renewal works are driven by customer requests.	There is no formal enhancement/upgrade plan for open space infrastructure. All works are driven by customer requests	<p>New open space assets are commonly identified in response to:</p> <ul style="list-style-type: none"> • Growth (demand); and • Recommendations identified in planning and strategy documents. <p>Given Wyndham is growing rapidly; new open spaces are commonly constructed as part of sub divisional works.</p> <p>WCC uses a guiding document called ‘Planning for Community Infrastructure in Growth Areas’ to drive the introduction of additional infrastructure. Such drivers include population ratios and age profiles.</p>
Playgrounds	Renewal works are undertaken from recurrent funding and projects are based on the recommendations and data in the annual Playground audit.	All enhancement/upgrade works for playgrounds have historically been based on resident requests. The more requests that are received for a particular site, determine the order of priority for works, following site visits to determine that there	All new works for playgrounds have historically been based on resident requests. The more requests that are received for a particular site, determine the order of priority for works, following site visits to determine that there is a genuine

ASSET TYPE	RENEWAL PLAN	ENHANCEMENT / UPGRADE PLAN	NEW WORKS PLAN
		is a genuine case for action.	case for action.
Sports Reserves and Reserve Trees	Renewal projects are based on recommendations and findings in Master Plan's, Strategic Plans and Policy's within WCC. Council considers the items identified through inspections when considering renewal activities.	Enhancement/Upgrade projects are based on recommendations and findings in Master Plan's, Strategic Plans and Policy's within WCC. Council considers the current growth/demands when identifying upgrades works.	Council is considering how Council owned Greenfield sites may be added as new sections to existing reserves. New works result from precinct Structure Plans, Master Plans, approved development overlays and Strategic Documents. Most works of this scale are listed in the 10 year plan and programmed according to urgency and/or developer contribution.

Table 34: Capital Funded Activities

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7.0 Financial Summary

This section outlines the long-term operations, maintenance and capital financial requirements for the operation, maintenance, renewal and development of open space assets based on long-term strategies outlined earlier in the plan. Funding issues are discussed and key assumptions made in preparing financial forecasts are noted.

7.1 10 YEAR FINANCIAL FORECAST

The table below summarises the 10 year financial forecast for WCC's open spaces (from 2011/12 to 2020/21). Projections are shown in dollar values current as at 1 July 2011 under the headings of:

- Operations (day to day activities);
- Maintenance (planned and unplanned);
- Renewals (rehabilitation and replacement works); and
- Upgrade/New Works (upgrade and creation of assets).

10 Year Financial Forecast Summary

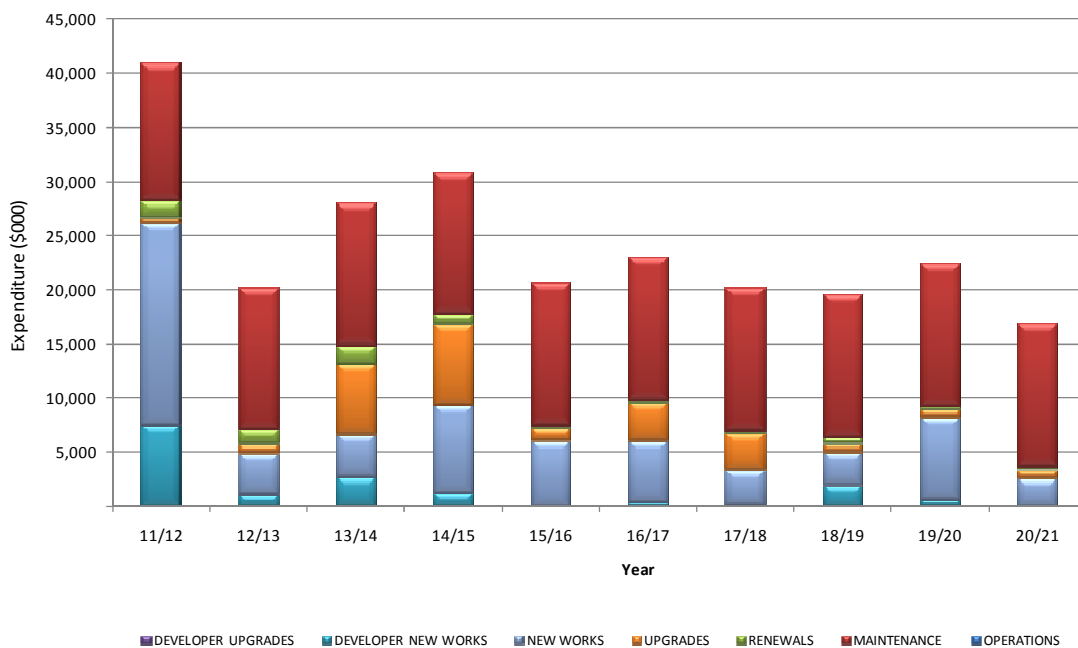


Figure 18: 10 Year Financial Projections

Expenditure identified within the financial forecasts was obtained from the WCC Final Draft 10 year financial program and modified based on the increased maintenance needs. The projected funding over the ten year period is identified in the following table with the summary outcomes provided in the ten year financial forecast.

FUNDING CATEGORIES	FUTURE 10 YEAR EXPENDITURE
Operations & Maintenance	\$130,674,000
Renewal	\$7,771,000
Upgrade (Developer Funded)	\$0
Upgrade (Council Funded)	\$25,520,000
New (Developer Funded)	\$15,935,000
New (Council Funded)	\$62,935,000
TOTAL	\$242,835,000

Table 35: Funding Gap

All Open Space - 10 Year Financial Forecast														
			11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL	
COUNCIL FUNDED OPS & MAINT	OPERATIONS													
		Open Space Infra.												
		Playgrounds												
		Sports Reserves												
		Trees												
		Total Operations												
	MAINTENANCE													
		Open Space Infra.	8,715	8,976	8,984	8,992	9,001	9,010	9,020	9,031	9,042	9,055	9,055	89,826
		Playgrounds	431	431	431	431	431	431	431	431	431	431	431	4,315
		Sports Reserves	1,173	1,208	1,209	1,210	1,211	1,212	1,214	1,215	1,217	1,218	1,218	12,086
	Trees	2,372	2,443	2,445	2,447	2,450	2,452	2,455	2,458	2,461	2,464	2,464	24,446	
	Total Maintenance	12,690	13,058	13,069	13,081	13,093	13,106	13,120	13,135	13,152	13,169	13,169	130,674	
COUNCIL FUNDED CAPITAL	RENEWALS													
		Open Space Infra.	810	500										1,310
		Playgrounds	260	200	250	250	250	300	300	300	300	300	300	2,710
		Sports Reserves	410	625	1,576	770	70			300				3,751
		Trees												
		Total Renewals	1,480	1,325	1,826	1,020	320	300	300	600	300	300	300	7,771
	UPGRADES													
		Open Space Infra.	570	240	5,810	6,825	560	2,918	2,748	150	150	150	150	20,120
		Playgrounds												
		Sports Reserves		600	600	600	600	600	600	600	600	600	600	5,400
		Trees												
		Total Upgrades	570	840	6,410	7,425	1,160	3,518	3,348	750	750	750	750	25,520
	NEW WORKS													
		Open Space Infra.	3,091	3,837	3,337	4,837	2,937	2,667	2,907	2,637	2,637	2,637	2,637	31,524
	Playgrounds													
	Sports Reserves	15,577		630	3,270	3,120	3,040	400	410	4,965			31,412	

All Open Space - 10 Year Financial Forecast														
			11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL	
	Trees													
	Total New Works		18,667	3,837	3,967	8,107	6,057	5,707	3,307	3,047	7,602	2,637	62,935	
	Total Council Capital		20,717	6,002	12,203	16,552	7,537	9,525	6,955	4,397	8,652	3,687	96,226	
DEVELOPER FUNDED CAPITAL	UPGRADES													
	Open Space Infra.													
	Playgrounds													
	Sports Reserves													
	Trees													
	Total Upgrades													
	NEW WORKS													
	Open Space Infra.													
	Playgrounds													
	Sports Reserves		7,520	1,150	2,750	1,300	40	400	110	2,035	630		15,935	
Trees														
Total New Works		7,520	1,150	2,750	1,300	40	400	110	2,035	630		15,935		
	Total Developer Capital		7,520	1,150	2,750	1,300	40	400	110	2,035	630		15,935	
	TOTAL EXPENDITURE (\$'000)		40,928	20,210	28,022	30,933	20,670	23,031	20,185	19,567	22,434	16,856	242,835	

Table 36: Total 10-Year Expenditure Forecast

7.2 FINANCIAL FORECAST ASSUMPTIONS AND DISCUSSION

The following general assumptions have been made in preparing the 10-year expenditure forecasts:

1. All expenditure is stated in dollar values as at 01/07/2010 with no allowance made for inflation over the 10-year planning period;
2. The projected growth of Wyndham is reflective of times to come; and
3. The renewal of the existing asset base is appropriate.

7.3 ASSET VALUATION

In valuing the open space infrastructure assets the following methodology and approach was adopted in accordance with the Australian Accounting Standards for Financial reporting purposes:

All assets are rated at the appropriate life for the material and assessed in terms of their quantity applying the 'Fair Value' principle:

- Asset values have been based on asset data currently held in the finance database;
- Replacement values have been determined from current contract rates on the basis of the cost of replacing the asset with modern materials that provide the equivalent service in terms of capacity to the user;
- Where the useful life of the asset is extended or reduced, the resultant impact will be on future depreciation rates and charges and will not be retrospective in accordance with appropriate accounting standards; and
- All valuations and asset counts have been fully documented to provide a clear audit trail that is evident through to the accounting entries in the general Ledger.

A summary of the valuation totals are shown in the table below:

OPEN SPACE ASSET GROUP	TOTAL REPLACEMENT VALUE	TOTAL WRITTEN DOWN VALUE
Open Space	\$39,272,300	\$24,104,613
Playgrounds	\$1,746,318	\$1,697,983
Sports Reserves	\$5,104,575	\$3,486,577
Trees	Unknown	Unknown
Total	\$46,123,193	\$29,289,173

Table 37: Valuation Figures

7.4 FUNDING SOURCES

A major issue concerning open space management is the question of who pays for needed works:

- The community through special rates;
- The developer through development contributions, or
- The consumer through recurrent charges.

To overcome this problem there are a range of funding options including:

- General municipal rates;

- Sport and Recreation Victoria – Community Facility Funding Program and other various SRV facility funding programmes; and
- Parks Victoria – Metropolitan Trail Network Funding.

There are no outright funding allocations made by Council to Clubs for capital works on Council land. The Club can fund projects themselves but these need to be managed by Council officers.

Developers should be required to make a direct contribution to alleviate open space problems resulting from their particular development. Even so the majority of upgrading works will need to be funded from municipal rates or special charges schemes.

Funding capacity covers two quite different aspects, and information has to be developed to respond to both.

- Council has to have the capacity to fund the required works – often this is well outside its capacity, however the information on needs has to be provided to assist with the development of the Corporate Funding Strategy; and
- In the event that the necessary funding is forthcoming, there has to be an awareness of the ability for the actual work to be carried out. This may involve Council’s own workforce in undertaking some or all of the work, and also the use of contractors/sub-contractors. In either case, we need to ask; "Is there adequate capacity to carry out the work in addition to all other normal work tasks?"

7.5 CONFIDENCE LEVELS

Using the matrix in the table below the data availability has been given a rating of 2 which is described as “Primary data located across WCC in hardcopy and electronic format available to a few staff” and the data completeness a rating of 2 which is described as “Primary data for limited number of major and minor assets”. This results in the data confidence being classified at 16%. This means that there is a Poor level of confidence in the plan outputs.

		Data Availability					
		1	2	3	4	5	
		Primary data located across WCC in hardcopy format available to a few staff	Primary data located across WCC in hardcopy and electronic format available to a few staff	Primary data located across WCC in electronic format available to a few staff	Primary data recorded in electronic format throughout WCC available to most staff	Primary data recorded in a computer system available to all relevant staff	
Data Completeness	1	Primary data for limited number of assets	POOR (4)	POOR (8)	POOR (12)	POOR (16)	POOR (20)
	2	Primary data for limited number of major and minor assets	POOR (8)	POOR (16)	FAIR (24)	FAIR (32)	FAIR (40)
	3	Primary data for some assets	POOR (12)	FAIR (24)	FAIR (36)	GOOD (48)	GOOD (60)
	4	Primary data for most assets	POOR (16)	FAIR (32)	GOOD (48)	VERY GOOD (64)	VERY GOOD (80)
	5	Complete data sets for all assets	POOR (20)	FAIR (40)	GOOD (60)	VERY GOOD (80)	EXCELLENT (100)

Table 38: Data Confidence

Improvement projects have been outlined in Section 8 that are intended to result in greater confidence in the 10 year forecasts and appropriateness of target levels of service. To assist in improving the quality of data, improvements are identified in section 8.0.

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8.0 Plan Improvement and Monitoring

This section provides AM improvement tasks that will be carried out over the next 3 years intended to improve the level of confidence in this AM plan. Also included is a programme for revising this AM plan.

8.1 ASSET MANAGEMENT IMPROVEMENT PROGRAM

The AM tasks identified in the summary programme below are considered to be the most important to enable WCC to meet its requirements over the period to 30 June 2016. The programme reflects the overall aim of improving asset management practices, which is to deliver the right level of service at lowest long-term cost to WCC's customers.

The following table identifies the primary improvements identified for asset management processes, systems and data:

PROCESS / SYSTEMS	IMPROVEMENTS	TIMEFRAME	STATUS
Data	Document the data/information required to be held against any given asset through the development of a data framework document	2011/12	-
	Collect missing open space inventory data	2011/12	-
	Collect data against reserve trees and include in asset register	2012/13 – 15/16	-
	Populate all open space assets into the 'Asset Master' asset register	2011/12	-
Condition	Document a condition assessment policy detailing which asset groups will be assessed and include justification	2011/12	-
	Document a condition manual detailing the condition criteria used to assess the open spaces and related infrastructure	2012/13	-
	Collect condition for relevant open space assets as nominated in the condition assessment policy	2012/13	-
AM Planning	Use MyPredictor to determine a 20 year renewal and maintenance program for open space infrastructure, playgrounds, sports reserves and trees (where appropriate)	2013/14	-
	Use the age information for playgrounds to document an age based replacement program until condition information is available. Fill in any identified gaps in information.	2011/12	-
	Document a reserve tree policy and strategy	2011/12	-
	Prepare a 10 year maintenance plan to support the Long Term Financial Plan	2012/13	-
Maintenance Management	Develop open space maintenance strategy and supporting plan	2012/13	-
	Develop maintenance performance standards for open space assets including reserve trees	2012/13	-
	Develop an open space management plan similar to the road management plan	2012/13	-

PROCESS / SYSTEMS	IMPROVEMENTS	TIMEFRAME	STATUS
	Define resource requirements to achieve the above and the activities to be contracted;	2012/13	-
	Identify maintenance to be contracted	2013/14	-
	Establish maintenance contracts	2013/14	-
	Let maintenance contracts	2014/15	-
Asset Performance	Undertake an 'asset lives' review to revise the asset lives for individual or like assets based on impacting parameters such as soil type, utilisation, climate	2012/13	-
	Analyse asset condition data to identify and develop plans to address areas in poor condition	2013/14	-
Asset Knowledge	Record maintenance/defect histories for trending/planning purposes	2012/13	-
	Obtain historical expenditure records for all assets groups to represent renewal, upgrade and new works	Ongoing	-
	Document historical operational expenditure for all open space asset groups	Ongoing	-
Asset Inspections	Develop a program for inspections of all critical open spaces to move from a reactive to proactive focus	2013/14	-
	Complete a grouped condition/risk assessment for all reserve trees	2012/13	-
Asset Management Systems	Complete the implementation of the asset management system	2011/12	-
Levels of Service	Complete, adopt and monitor levels of service as defined in the LOS tables	2012/13	-
	Use customer survey results and customer request information to identify areas of improvement	2012/13	-
Risk Management	Define open space infrastructure risks	2011/12	-
	Cost and determine risk actions and controls for future mitigation over a 10 year period	2012/13	-
	Implement the infrastructure risk register	2013/14	-
	Identify all critical open spaces	2012/13	-
Finance	Represent the long term operations and maintenance plan in the financial forecasts to reflect the needs of Council and the impact of growth on expenditure projections.	2013/14	-
	Undertake full valuations for all open space assets as defined in the asset accounting policy (currently partial valuations for some asset types)	2015/16	-
	Review asset accounting policy to include assets as identified in the own right in the asset management system	2011/12	-
	Value those assets that are not currently valued	2012/13	-

Table 39: AM Improvement Tasks

8.2 MONITORING AND REVIEW PROCEDURES

AM Plan Review

The AM plan is a living document which is relevant and integral to daily AM activity. To ensure the plan remains useful and relevant the following on-going process of AM plan monitoring and review activity will be undertaken:

- Formal adoption of the plan by Council;
- Identify and formally adopt levels of service;
- Revise the AM plan every two years to incorporate outcome of service level review and new knowledge resulting from the AM improvement programme;
- Audits of AM information to ensure the integrity and cost effectiveness of data collected; and
- Peer review: Annual internal audits to be undertaken to assess the effectiveness with which the AM plan meets corporate objectives. Periodic internal audits to be undertaken to assess the adequacy of AM processes, systems and data and external audits to be undertaken to measure AM performance against 'best practice' i.e. gap analysis.

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Appendix A – Glossary Of Terms

The following terms and acronyms are used in this AM plan.

TERMS	DEFINITION
Activity	An activity is the work undertaken on an asset or group of assets to achieve a desired outcome.
Advanced Asset Management	Asset management which employs predictive modelling, risk management and optimised renewal decision-making techniques to establish asset lifecycle treatment options and related long term cashflow predictions. (See Basic Asset Management).
Asset	A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months.
Asset Management (AM)	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan (AM Plan)	A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide a specified level of service. A significant component of the plan is a long term cashflow projection for the activities.
Asset Management Policy	Provides an overall policy framework to guide the strategic management of Council's infrastructure assets.
Asset Management System (AMS)	A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.
Core Asset Management	Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, condition assessment and defined levels of service, in order to establish alternative treatment options and long term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than risk analysis and optimised renewal decision making).
Capital Expenditure (CAPEX)	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
Cash Flow	The stream of costs and/or benefits over time resulting from a project investment or ownership of an asset.
Components	Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Condition Monitoring	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Current Replacement Cost	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
Deferred Maintenance	The shortfall in rehabilitation work required to maintain the service potential of an asset.

TERMS	DEFINITION
Demand Management	The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
Depreciation	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life.
Design Life	The theoretical life of an asset assumed in its design.
Disposal	Activities necessary to dispose of decommissioned assets.
Economic Life	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life.
Facility	A complex comprising many assets (e.g. a park, recreation complex, airport etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
Geographic Information System (GIS)	Software that provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.
Infrastructure Assets	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continued replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.
Level Of Service (LOS)	The defined service quality for a particular activity or service area (i.e. interior) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, regulatory & environmental acceptability and cost.
Life	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
Life Cycle	Life cycle has two meanings: (a) The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset, i.e., from planning and design to decommissioning or disposal. (b) The period of time between a selected date and the last year over which the criteria (e.g. costs) relating to a decision or alternative under study will be assessed.
Life Cycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
Operation	The active process of utilising an asset that will consume resources such as manpower, energy, cleaning products and materials. Operation costs are part of the life cycle costs of an asset.
Optimised Decision Making (ODM)	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses net present value analysis and risk assessment.

TERMS	DEFINITION
Performance Measure	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Physical Life	The actual life of an asset.
Rehabilitation	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service (i.e. re roofing, replacing doors etc.) without resorting to significant upgrading or replacement.
Renewal	Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability.
Repair	Action to restore an item to its previous condition after failure or damage.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar or agreed alternative, level of service.
Replacement Value	The prevailing market cost of supply and installation of an asset delivering an equivalent service, making no allowance for depreciation of the asset.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service Potential	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
Strategic Plan	Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation.
Scheduled Maintenance	Work carried out to a predetermined schedule e.g. air cooler service or programmed as a result of identified needs e.g. repairing a cracked wall.
Unscheduled Maintenance	Work carried out in response to reported problems of defects e.g. cleaning up vandalism.
Upgrading	The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset.
User Cost	Cost borne by the public when using the Open Space.
Valuation	Estimated asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining lifecycle costing or insurance valuation.

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Appendix B – Risk Assessment Criteria

The following tables detail the risk criteria used to assess the infrastructure risk in regard to open space assets:

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RISK CRITERIA

Consequence		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Health and Safety	First Aid only no lost time	Medical treatment	Extensive injuries	Death	Multiple Deaths	
Revenue/Cost/Legal costs	Low financial losses <\$500,000	Medium financial losses (\$500,000 - \$1M)	High financial losses (\$1M - \$5M)	\$5M - \$10M	Huge financial losses >\$10M	
Service Delivery	minor inconvenience	service delivery affected (less than one day)	temporarily unacceptable levels of service	serious impact upon service delivery - service at risk	no service delivery for foreseeable future	
Reputation	internal only	temporary loss of reputation	loss of reputation requiring effort to regain	loss of reputation requiring major effort to regain	Administrator appointed	
Environment	Spill/leak contained immediately within property boundary with no external assistance - Negligible environmental impact	Spill/leak contained immediately within property boundary with no external assistance - Minor impact on fauna/ flora and habitat, but no negative impacts on ecosystem functions - Limited damage to a minimal area of land of no nature reserves, parks or unique habitats or water resources	Spill/leak contained within property boundary with external assistance - Significant change in flora/fauna populations but not resulting in loss or any impact on endangered or beneficial species - Non persistent but possible widespread damage of land/water resource, damage that can be remediated without long term loss; or localised persistent damage	Spill/leak contained outside property boundary with external assistance - Significant change in flora/fauna populations including significant or endangered species - Non persistent but possible widespread damage of land/water resource with medium term affect	Toxic release off-site with detrimental effect: - Widespread and persistent damage to a significant area of land and/or ground water resource	
Likelihood		For Example only:				
5 Almost Certain	Expected to occur in most circumstances (2-3 times per week)	S	S	H	H	H
4 Likely	Will probably occur in most circumstances (once a month)	M	S	S	H	H
3 Possible	May occur at some time (once a year)	L	M	S	H	H
2 Unlikely	Could occur at some time (Once every 5 years)	L	L	M	S	S
1 Rare	Only in exceptional circumstances (Once in 25 years)	L	L	M	S	S

Please review whenever a change takes place in the existing conditions - and annually by March 31

Reporting in Performance Score Card - Number of UNACCEPTABLE Risks	Key
	H - High Risk, mandatory action to be developed if controls are unacceptable
	S - Significant Risk, mandatory action to be developed if controls are unacceptable
	M - Moderate Risk, Department/Units Management Responsibility to Monitor. Action to be developed if controls are unacceptable
	L - Low risk, Standard Operating Procedures to handle. Action to be developed if controls are unacceptable

Risk Accepted?

Acceptable: Risk controls are adequate and no further actions required	Unacceptable: Risk controls are not adequate and further actions required
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