



ORDINARY COUNCIL MEETING

AGENDA

WEDNESDAY 28 JUNE 2017

AT 6PM

APOLLO BAY SENIOR CITIZENS' CENTRE

**Next Council Meeting: 26 July 2017
COPACC**

COLAC OTWAY SHIRE ORDINARY COUNCIL MEETING

28 JUNE 2017

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COLAC OTWAY SHIRE ORDINARY MEETING OF COUNCIL

NOTICE is hereby given that the next **ORDINARY MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held at the APOLLO BAY SENIOR CITIZENS' CENTRE on 28 June 2017 at 6pm.

AGENDA

1. THE MEETING IS DECLARED OPEN

OPENING PRAYER

*Almighty God, we seek your
blessing and guidance in our
deliberations on behalf of the
people of the Colac Otway Shire.
Enable this Council's decisions to be
those that contribute to the true
welfare and betterment of our community.*

AMEN

2. PRESENT

3. APOLOGIES

4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendants here today.

I ask that we all show respect to each other and respect for the office of an elected representative.

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

5. QUESTION TIME

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. Once everyone has had an opportunity to ask their initial questions, and if time permits, the Mayor will invite further questions.

Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time).
2. Questions from the floor.

6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS

These responses will not be read out but will be included in the minutes of this meeting.

7. PETITION - CHRISTMAS DAY BUSHFIRE 2015

A petition containing 28 signatures has been received from a community member relating to the activities of Council including funding and expenditure in response to bushfire recovery efforts.

A report responding to the petition will be tabled at the Ordinary Meeting of Council to be held on 26 July 2017.

8. DECLARATION OF INTEREST

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

9. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on 24 May 2017.**

Recommendation

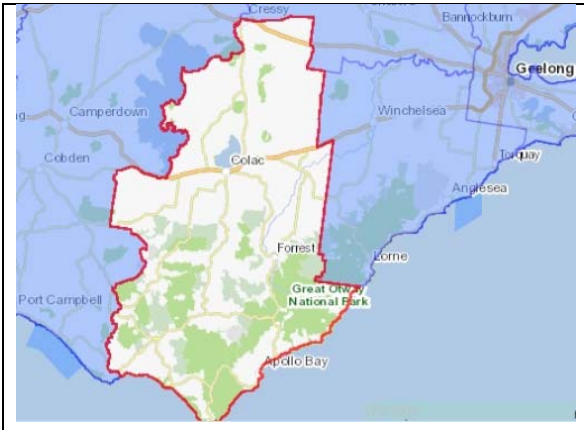
That Council confirm the above minutes.

ORDINARY COUNCIL MEETING
ADOPT COUNCIL PLAN 2017-2021

OM172806-1

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Trevor Olsson
OFFICER	Margaret Giudice	DEPARTMENT	Corporate Services
TRIM FILE	11/95682	CONFIDENTIAL	No
ATTACHMENTS	1. Council Plan 2017-2021 incl SRP 20170628		34 Pages
PURPOSE	For Council to consider the Council Plan 2017-2021 for adoption.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The Council Plan 2017-2021 presents Council's four year vision for the Shire. It is an important strategic document which responds to the issues faced by our community. The plan has been developed following extensive community consultation and with a strong commitment to involving the community in its planning and implementation.

The plan is centred on four strategic community outcomes which are:

- Our Prosperity
- Our Places
- Our Community
- Our Leadership & Management

These themes outline Councils commitment in working to promote the shire as an attractive place to invest, live and work, planning to promote community life and enhance well-being, ensuring assets and services meet community needs and delivering value for money for ratepayers.

The report also outlines the submissions received in response to the Council Plan 2017-2021 during the 5 week public exhibition period. The issues included in the submissions have been summarised thematically with an officer response provided.

3. RECOMMENDATION

That Council:

- 1. Adopts the final Council Plan 2017-2021.**
- 2. Notes that changes have been made in response to submissions received from the community.**
- 3. Thank persons making submissions to the Council Plan 2017-2021 and advise them in writing of the decisions made in response to their submissions.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

At the Ordinary Council Meeting held on 26 April 2017 Council resolved:

“That Council:

- 1. Endorses the Draft Council Plan 2017-2021 including the Draft Strategic Resource Plan 2017-2018 to 2020-2021 (Attachment 1) for the purposes of sections 125 and 126 of the Local Government Act 1989.*
- 2. Authorises the Chief Executive Officer to give public notice, in accordance with section 223 of the Local Government Act 1989, that Council has prepared a Draft Council Plan 2017- 2021 and Draft Strategic Resource Plan 2017-2018 to 2020-2021.*
- 3. Appoints a Committee comprising of all Councillors and chaired by the Mayor in accordance with section 223(1)(b)(i) of the Act, to meet on Wednesday 14 June, 2017 at 5pm, and hear any persons who in their written submissions under section 223 of the Act have requested that they be heard in support of their submission.*
- 4. Authorises the Chief Executive Officer to undertake any and all administrative procedures necessary to enable Council to carry out its functions under section 223 of the Act.*
- 5. Notes that written submissions will be accepted for a 5 week period closing 5:00pm Friday 2 June 2017.*
- 6. Considers for adoption the Council Plan 2017-2021 and Strategic Resource Plan 2017-2018 to 2020-2021 at the Ordinary Council meeting on Wednesday 28 June 2016 at 6.00 pm at Apollo Bay Senior Citizens Centre, after consideration of any submissions received by the Council at its Special Committee Meeting on Wednesday 14 June 2017.*
- 7. That, once adopted, an appropriate notation be added to the Council Plan 2017-2021 that the Plan should be read in conjunction with the adopted Municipal Public Health and Wellbeing Plan 2017-2021.*
- 8. That page 4 of the Plan "About the Shire" the sixth dot point be amended to 'The large majority of Colac Otway residents have Australian or British ancestry along with a*

small indigenous population. Only 7.5% of the Shire's residents were born overseas in 2011, this is lower than the rest of regional Victoria (10.6%).

9. *That page 4 of the Plan "About the Shire" the seventh dot point amended to 'The formal qualifications of the Colac Otway resident population are, on average, lower than Victoria's population as a whole'."*

KEY INFORMATION

The Council Plan 2017-2021 is an important strategic document which responds to the issues faced by our community and sets out the Council's goals, strategic activities and performance indicators for the next four years. The attached Council Plan also includes the Strategic Resource Plan for the period 2017-2021.

The Council Plan that has been developed to meet the requirements of the *Local Government Act 1989* and includes:

- Themes
- Goals
- Actions
- Performance measures
- Strategic Resource Plan.

The Council Plan 2017-2021 balances themes of growth for the shire's economy and population with responsible management of resources. The primary goal of "Towards a Prosperous Future" captures the intent to make the most of opportunities in the Shire.

The plan has four community outcomes, which respond to the strategic context and aspirations of the Councillors and feedback from the community:

Theme 1: Our Prosperity

We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to invest, live and work.

Theme 2: Our Places

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

Theme 3: Our Community

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

Theme 4: Our Leadership & Management

We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

The four themes of the Council Plan are supported by 21 goals and 70 actions that will be worked on over the four year life of the plan. 93 Measures have been developed to track the progress of the goals and actions in the plan, with outcomes reported on in Council's Annual Report.

The Strategic Resource Plan (SRP) is a component of the Council Plan and outlines the resources required to achieve Council's Goals expressed in the Council Plan. It is intended to have a 4-year time frame. The SRP must include:

- Details of financial resources (financial statements)
- Details of non-financial resources, including human resources

Section 125 of the Act requires Council to adopt a four year Council Plan by 30 June in the year following a general Council election.

Council Plan Submissions

As part of the statutory process to adopt the Council Plan, Council is required to consider all submissions received in relation to the Budget. The closing date for submissions was Friday, 2 June 2017. Submissions were received from 68 submitters.

Under section 223(1) (d) of the *Local Government Act 1989*:

- (d) *The Council or special committee responsible for making the decision must—*
- (i) *consider all the submissions made under this section and any report made under paragraph (c);*

Two submitters requested an opportunity to be heard in support of their submission at the Special Committee meeting. These were heard at a Special Committee of Council meeting on Wednesday, 14 June 2017.

The following is a list of the key issues contained in submissions received, with responses:

THEME 1 – APOLLO BAY HEATED POOL		
Submitter #	Submission Details	Response
<u>Submitters 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27, 28, 29, 30, 31, 33, 34, 35, 36, 38, 39, 40, 41, 42, 45, 47, 48, 49, 50, 53, 54, 55, 56, 57, 59, 60, 61, 63, 65</u>	<p>Propose the enclosure of the Apollo Bay outdoor swimming pool, upgrade the heating of the pool and finally provide Apollo Bay with access to a heated pool, year-round.</p> <p>A heated indoor pool will allow for the provision of essential learn-to-swim classes, the development of swim squad sessions, regular lap-swimming and will cater for rehabilitation and the needs of elderly residents for aquatic exercise programs.</p> <p>The inclusion of a heated pool in the Harbour Precinct redevelopment is by no means a definite outcome and will take many years to bring to fruition. Council states it has a 'commitment to promoting the shire as an attractive place to invest, live and work; planning to promote community life and enhance wellbeing, ensuring</p>	<p>The Council Plan has been amended to include a new action the theme 'Our Places' and Goal 3 'Towns and places are welcoming and attractive' e.g. <i>'Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.'</i></p> <p>Actions by Council to support the development of an indoor heated pool include:</p> <ul style="list-style-type: none"> • Council established an Apollo Bay Harbour Precinct Expression of Interest (EOI) Project Control Group. This group is overseeing the development of a Market Testing process and the proposed EOI process for the Harbour. The Special Use Zone applied to the harbour precinct supports the development of a pool, subject to establishment of a

	assets and services met community needs; and delivering value for money for ratepayers.’ Support for this long overdue redevelopment of infrastructure in Apollo Bay will demonstrate Council’s commitment to the health, safety and wellbeing of their constituents.	<p>Development Plan for the precinct.</p> <ul style="list-style-type: none"> • Council has informed the proponents of the tourist accommodation at 275 and 305 Barham River Road of the community’s desire for an indoor heated pool and facilitated a meeting with the proponent and community representatives involved in the pool proposal. Subject to this development being approved by Council and proceeding there as an opportunity for an indoor pool to be incorporated into the development which could be accessible to the community. A similar model exists at the RACV Torquay Resort. • Council is working with the Apollo Bay College and Pool Committee regarding the possible upgrade of the school pool.
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THEME 2 – TOURISM

Submitter #	Submission Details	Response
<u>Submitter 2</u>	Combination of country and beach makes it a great area that could be a tourism mecca.	Noted.
<u>Submitter 4</u>	Address the current tourism crisis in Apollo Bay and along the coast caused by to growth in visitor numbers and inadequate planning and infrastructure.	Addressed under Prosperity Goal 1 Action 4 ‘Identify and improve tourism assets across the Shire.’
	Skenes Creek not mentioned	The Plan is a strategic document which outlines the goals and strategies for the whole of the Shire. Many locations are not specifically referenced.
	GOR authority not enough – need to identify and reduce the significant duplication and waste between COS and OCC (dual rubbish collection, toilet cleaning, grass cutting etc.	The Great Ocean Road Authority would address this matter. Further addressed in Prosperity Goal 3 ‘Strengthen partnerships with key stakeholders to benefit the whole community.’
<u>Submitter 37</u>	Kennett River lacks basic infrastructure to deal with the volume of tourists that visit on a daily basis. Neither the 2017/21 Strategic Resource Plan nor the draft Budget for 2017/18 reference Kennett River.	‘Addressed under Our Prosperity, Goal 1, Action 4 ‘Identify and improve tourism assets across the Shire’. The Plan is a strategic document which outlines the goals and strategies for the whole of the Shire. Many locations are not specifically referenced

THEME 3 – COLAC TO COROROKE SHARED PATH

Submitter #	Submission Details	Response
<u>Submitter 5, 32, 43</u>	<p>With the linking of Melbourne and Geelong to the city of Colac via the dual highway the city of Colac is going to see opportunity and investment in a scale it has never seen before. Investment and opportunity in retail, industry and tourism is set to boom. It is up to the leaders in our community to identify the possibilities and put in place the planning both short and long term that fosters and grows the visions the community has for its great city and region.</p> <p>Request inclusion of the Colac to Cororooke Shared Path which gained large community support by way of letters, submissions and petitions to council during April 2017. The Colac to Cororooke Shared Path concept is a key to the Colac Otway health and wellbeing strategy.</p>	<p>Additional words included (<i>italics</i>) to Theme 2, 'Our Places', Goal 3, 'Towns and places are welcoming and attractive', Action 11, 'Support enjoyment of outdoor experiences through the provision of a network of quality open spaces," <i>including paths and trails."</i></p>

THEME 4 – EXCESS OF STRATEGIES AND PLANS

Submitter #	Submission Details	Response
<u>Submitter 1</u>	<p>Asserts Council is preoccupied with research rather than action.</p>	<p>Noted</p>

THEME 5 – HEAVY VEHICLES/COLAC BYPASS

Submitter #	Submission Details	Response
<u>Submitter 3</u>	<p>Plan for the future impact on Colac of the Princes Highway duplication and identify better routes for the large transports that currently use our main thoroughfare, Murray Street precinct.</p>	<p>Planning and delivery of a bypass is the responsibility of the State Government. VicRoads has consistently advised that they are responsible for determining whether a future bypass of Colac is required — and for any planning or investigation into any likely route, should one be required. VicRoads has formally advised it does not have any current intentions or funds to undertake planning for consideration of a bypass.</p>

		<p>Council’s position is that it would welcome the opportunity to participate in these discussions as a stakeholder.</p> <p>Council resolved in July 2015 that it does not accept any alternative routes to Murray Street where those routes would be in residential areas and/or close to any school. Council has also resolved in 2012 that it does not believe the rail corridor would be suitable for a Heavy Vehicle Route.</p>
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THEME 6 – PROPOSED WORDING

Submitter #	Submission Details	Response
<u>Submitter 6</u>	<p>Proposed additions to the Plan to enhance the already-existing directions of sustainable development:</p> <p>Theme 1 : Our Prosperity</p> <ul style="list-style-type: none"> • Add the words “or visit” to the initial statement of the theme. After all, tourism is a major economic driver, particularly along the coast, but increasingly around Colac. • In the ‘Community Feedback’ section, add the words “and environs” after the words ‘Lake Colac’. There is growing support in the community for greater access to the shore of the lake, particularly to its west and north-west for walking, cycling and possibly horse-riding. This could extend some distance from the lake’s edge – even as far as Red Rock. • In the section ‘Prosperity – What we want to see by 2021, Section 1’ under point 3, at the end, add the words “including low-income workers or retired, unemployed or disadvantaged people”. • In addition to the issue addressed in Section 1, point 6, I would like a separate point added which could read “Allow demonstrably effective new technologies to be 	<p>Original words ‘invest, live and work’ adjusted to read, ‘<i>live, work, invest and visit</i>’.</p> <p>Additional works ‘<i>and surrounds</i>’ included after ‘Lake Colac’.</p> <p>Disagree need to be that specific in a high level Plan. Further the action is targeted to higher end accommodation, based on feedback.</p> <p>Not supported. Too specific in a high level plan. Can be accommodated under the theme Our Places, Goal 2, ‘<i>Ensure best practice guides planning and management of the natural environment</i></p>

	<p>implemented in housing or other developments and not disallowing them on presumed equivalence or inferiority with older technologies e.g. worm farm sewerage treatment systems rather than traditional septic tank systems.”</p> <ul style="list-style-type: none"> • In Section 4, I would like to see the Goal wording changed to “Improve strategic planning and coordination of the roads in the Shire”. • Then add Point 21 as: “Advocate the urgent commencement of a bypass road around Colac for through traffic as an adjunct to the current highway duplication project.” <p>Theme 2 : Our Places</p> <ul style="list-style-type: none"> • Under Section 3, this could be another area where advocacy for a bypass road would much improve the attractiveness and safety of Colac. • Under Section 4, possibly as part of point 18, I believe the Shire should be an important driver in the cessation of use of plastic bags in the retail sector. 	<p><i>and associated assets.’</i></p> <p>Not supported. This Goal recognises Council’s policy position regarding the establishment of a Great Ocean Road Authority and should not be amended to refer to all roads. Other existing Goals that reflect the submitter’s proposal include Prosperity Goal 1 and 3.</p> <p>Planning and delivery of a bypass is the responsibility of the State Government. VicRoads has consistently advised that they are responsible for determining whether a future bypass of Colac is required — and for any planning or investigation into any likely route, should one be required. VicRoads has formally advised it does not have any current intentions or funds to undertake planning for consideration of a bypass.</p> <p>Council’s position is that it would welcome the opportunity to participate in these discussions as a stakeholder.</p> <p>Council resolved in July 2015 that it does not accept any alternative routes to Murray Street where those routes would be in residential areas and/or close to any school. Council has also resolved in 2012 that it does not believe the rail corridor would be suitable for a Heavy Vehicle Route.</p> <p>This action could be addressed under the existing action without change.</p>
<p><u>Submitter 8, 68</u></p>	<p>Proposed changes to the plan to address the dramatic increase in visitor growth to coastal townships:</p> <p>Theme 1: Our Prosperity</p> <p><i>Amend action:</i></p> <p><i>5. Attract investment to implement key master plans that will drive</i></p>	<p>Disagree. Appropriate to have an example. Could include another non-</p>

	<p><i>economic growth. (Deleted: such as the Lake Colac Foreshore Master Plan)</i></p> <p><i>Measures to Include:</i></p> <ul style="list-style-type: none"> • <u><i>Integrated township and foreshore masterplans for all coastal townships.</i></u> • <u><i>An integrated Transport and Movement Plan be produced and implemented for the business area of Apollo Bay in the first year of the plan.</i></u> <p>Theme 2: Our Places</p> <p><i>8. Review and update the master plans and community infrastructure plans for each small town in the Shire over the next four years.</i></p> <p><i>And include:</i></p> <p><u><i>13. Due to the risks associated with climate change review the future provision recreational facilities currently located on the recreational reserve at Apollo Bay.</i></u></p> <p><i>Measures</i></p> <ul style="list-style-type: none"> • <u><i>Council collaborate with community groups and implement master plans and small town improvement plans. (Deleted: endorsement of)</i></u> 	<p>Colac example as response likely due to being a Colac example.</p> <p>Disagree all townships require this within the life of the Plan. Would require Otway Coast Committee (OCC) funding commitment which is extremely unlikely.</p> <p>A like measure could be included noting Council does have funds to conduct a traffic strategy for Apollo Bay.</p> <p>Agree.</p> <p>Disagree. This is an OCC asset and should have their commitment to undertake prior to Council confirming support.</p> <p>Implementation of plans within the four years is subject to future budget consideration.</p>
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THEME 7 – CLIMATE CHANGE

Submitter #	Submission Details	Response
<u>Submitter 7, 68</u>	<p>Climate change remains a challenge and the current plan is almost silent on the matter. Both private and public assets are predicted to, and in fact are being threatened by extreme weather events now. That a section similar to the previous plan be expanded and included in the 2017 plan e.g. (Council Plan 2013-2017):</p> <ul style="list-style-type: none"> • <i>Climate change. The effects of climate change will have social and environmental impacts, effect current infrastructure and has implications for future planning</i> 	<p>New action included in under the theme ‘Our Places’ and Goal 4 ‘Leadership in natural environment through good management practices’, ‘<i>Implement Council’s Climate Adaptation Strategy.</i>’</p> <p>Further, under the ‘Strategic Context for Colac Otway Shire’ section (page 3, paragraph 3) climate change has been referenced by the inclusion of the following words, ‘<i>Colac Otway Shire has a unique and precious natural environment. It is acknowledged that the region has been getting warmer and drier and in the future the region can expect for this trend</i></p>

	<p><i>and development. (page 3)</i> <i>Climate Change implications for future planning and development (page 13):</i></p> <ul style="list-style-type: none"> • <i>Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region’s waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.</i> • <i>Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.</i> • <i>Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.</i> • <i>Potential need to relocate or reinforce infrastructure and assets.</i> • <i>Increase community resilience to extreme climate events such as heatwaves, floods and drought.</i> 	<p><i>to continue. Council recognises that it can play a leadership role to facilitate local action for managing climate change impacts.’</i></p> <p>Following the above words, the Council resolution to include a notation for the Council Plan to be read in conjunction with the Municipal Public Health and Wellbeing Plan 2017-2021 has been incorporated, to read, ‘<i>Council’s Municipal Public Health and Wellbeing Plan provides further strategic direction.’</i></p>
<p><u>Submitter 58</u></p>	<p>There is no statement in the current Draft Plan as direct and encompassing as that from the 2013-2017 Council Plan: “The effects of climate change will have social and environmental impacts, effect (sic) current infrastructure and have implications for future planning and development.” And there seems no acknowledgement that ‘a prosperous future’, which is what we all desire – indeed, thinking long term, any future for our species at all – wholly depends on climate action now. We don’t think of climate change as creating:</p> <ul style="list-style-type: none"> • increased <i>uncertainty</i> about long term land use planning and infrastructure design – to permit or prohibit development in high 	<p>As noted above.</p>

	<p>risk areas?</p> <ul style="list-style-type: none"> • increased insurance costs and public liability claims. • impact on the viability of industries e.g. dairy and beef cattle reliant on huge amounts of potable water, and the resultant loss of farming properties. • impact on tourism – who would want to travel anywhere if extreme climatic conditions are unforeseeable? • threat to the maintenance of public recreational facilities – sports grounds, swimming pools, golf courses, parks and gardens • health issues such as heat stroke in the very young and elderly, and increased likelihood of food and water-borne diseases. <p>There is also the risk of future litigation if councils ‘have unreasonably failed to take into account the likely effects of climate change in exercising a wide range of their services, planning and development activities’ (Pillora, S(2010) <i>Australian local government and Climate Change</i> Australian Centre of Excellence for Local Government NSW p 9.)</p> <p>Very importantly, Council needs to publicise everything it does towards climate change mitigation and adaptation.</p>	
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THEME 8 – AGEING POPULATION

Submitter #	Submission Details	Response
<u>Submitter 21</u>	Plan should address issues raised by communities regarding single households with ageing persons.	Opportunities around addressing issues of an ageing population are included in the Municipal Public Health and Wellbeing Plan 2017-2021 under the section ‘ <i>Plan together for an ageing population</i> ’.

THEME 9 – FOOTPATHS

Submitter #	Submission Details	Response
<u>Submitter 26</u>	Request a footpath in Murray St Apollo Bay, for safety reasons.	Not supported as it is not appropriate for the Council Plan to make reference to specific paths.

THEME 10 – PURPOSE BUILT BIKE TRACKS

Submitter #	Submission Details	Response
<u>Submitter 44</u>	The Colac Cycling Club would love to see a purpose built track/criterium course along with BMX track somewhere in the shire.	Council staff to engage with stakeholders to better understand the likely costs and benefits of such a project with a view to consideration of future advocacy efforts.

THEME 11 – BUSHFIRE RECOVERY

Submitter #	Submission Details	Response
<u>Submitter 46</u>	<p>The Wye River and Separation Creek community is very appreciative of the support and assistance the Council has provided to it to assist its recovery and renewal following the Christmas Day Fire that devastated it in 2015. As a community we have learnt much about actions that assist a community to lead the development of its community fire plan and actions that don't. We look forward to working with Council on the development of our community led fire plan.</p> <p>We absolutely agree that tourism assets need to be improved along the GOR, especially basic infrastructure such as toilets, appropriate signage and parking.</p> <ul style="list-style-type: none"> • We seek education of tourism operators to ensure responsible practice in our fragile environment. The situation at Kennett River is currently unmanaged. • We agree with actions to increase visitation, and bednights per visit in smaller towns and request the Council to strongly advocate for extension of the Great Ocean Walk 	The submission recognises existing Goal and Actions support the needs of the Wye River and Separation Creek community renewal priorities.

	<p>from Apollo Bay to Torquay to assist this.</p> <ul style="list-style-type: none"> We also support rationalisation of the number of authorities dealing with the road in order to decrease planning confusion and increase efficiency. 	
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THEME 12 – DISCOVERY TRAIL BETWEEN APOLLO BAY AND SKENES CREEK.

Submitter #	Submission Details	Response
<u>Submitter 51</u>	<p>Support for the proposed discovery trail between Apollo Bay and Skenes Creek. I would welcome the potential to increase tourism. Walking along the beach is often difficult in winter months due to safety concerns. Having an elevated and paved or planked path would be wonderful!</p>	<p>Existing Goals and Actions support progressing investigations to develop a trail connection between Apollo Bay and Skenes Creek. Officers are supporting OCC and the community to undertake a feasibility study on this concept.</p>

THEME 13 – SMALL TOWN IMPROVEMENT

Submitter #	Submission Details	Response
<u>Submitter 52</u>	<p>Gellibrand Community House interested in the 'Our Prosperity', particularly the Small Improvement Program and Structure/township plans for small towns. We would like to participate in your small town improvement plan and we were interested in knowing more about it. We also wanted to contribute to the township and structure plan for Gellibrand.</p>	<p>The Gellibrand community have been actively involved in the Small Town Improvement Program including receiving funding. The small town improvement planning and structure plan processes will include significant community engagement.</p>

THEME 14 – YOUTH

Submitter #	Submission Details	Response
<u>Submitter 52</u>	<p>Gellibrand Community House is interested in developing a Youth Policy and would like to work with Council to explore where our younger people live in our district and better understand their needs and interests.</p>	<p>Following the review of the 2016 Youth Survey commissioned by Council (conducted by Colac Area Health), we are currently identifying issues and will discuss results with Gellibrand Community House.</p>

THEME 15 – SENIOR CITIZENS/COMMUNITY CENTRE, APOLLO BAY

Submitter #	Submission Details	Response
<u>Submitter 62</u>	<p>Urge support for the modernisation and upgrade of the Community Centre in Whelan Street as a priority for Apollo Bay, including:</p> <ul style="list-style-type: none"> • The need for partitions in the larger space so that workshops can be screened off and held in this area. • The need for new chairs and trestles that are light and easy for senior residents to move. The current ones are very heavy and an OHS risk to elderly people to stack and move around. • Increased storage areas including a lockable area where items such as portable art exhibition partitions can be housed (for the annual Apollo Bay Art Show that is held over the xmas period and other exhibitions). • The modernisation of the kitchen including a dishwasher so that it can be used as an operational kitchen for catering for events and cooking. • Use and updating of the office so it is a functioning office, which would require the phone line to be shifted to a new location (as it must be always accessible and the office would be lockable). • Creation of a social outdoor area off the back verandah including a bbq area. • Noticeboards. • Modernisation of the bathroom/toilet area. • General modernisation of the building. • New signage to indicate it is a community centre to replace the existing senior citizens signage. <p>Apollo Bay is a remote locality within the Shire with a high number of retired people and does not have</p>	<p>Any possible improvements to the Apollo Bay Community Centre will be considered after community consultation to help Council understand the short, medium and long term needs for the facility and the service that the asset is required to and able to provide.</p>

	<p>access to many of the facilities and activities that Colac can offer. A community centre that is upgraded and vibrant with community based activities will provide a hub for older residents and a central networking point for community groups to engage and collaborate. A range of upgrade items is included.</p> <p>In addition, Apollo Bay includes many artists and creative art makers who work in isolation and who are often unemployed or poorly resourced. There is the potential for these artists to enhance the economic base of the town by collaborating to support community groups, tourism and festivals with their art and exhibitions. A barrier to this occurring is lack of a central venue or hub for their activities. Sharing the space in the community centre would foster this collaboration and activity.</p>	
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THEME 16 – COUNCIL PLAN DESIGN/CONTENT

Submitter #	Submission Details	Response
<u>Submitter 64</u>	<p>Recommends that the Council Plan:</p> <ul style="list-style-type: none"> • Be presented in a more user friendly way i.e. with the use of more diagrams in layman’s language. • Connect directly to actual programs. • Should have used a process of five key stages 1. Consultation, 2. Strategic perspective analysis, 3. Draft Plan, 4. Consult and 5. Finalise Plan. <p>Provided a list of strategies and plans recommended for inclusion and/or updating in the Council Plan. These included:</p>	<p>Noted. The final editing process will review the language used and where possible insert diagrams or images.</p> <p>Each theme is concluded with reference to Council’s existing programs relevant to that theme. Recommend improve the introductory text to these to make clearer this intent.</p> <p>This was the actual process used. Consider including in final Plan a diagram depicting the process undertaken.</p>

	<ol style="list-style-type: none"> 1. IT Strategic Plan for the Council. 2. “Forrest Structure Plan” needs to be updated. The current plan is five years old (2011). It needs to include the demands of the community as outlined in their September 4th public meeting; i.e. wastewater treatment (management), Neighbourhood Safer Place, playground and skate park. 3. “Birregurra and Forrest Township Community Infrastructure Plans” needs to be updated with two separate infrastructure plans for each town. 4. “Forrest MTB Strategic Plan”, 2014, needs to be included. 5. There has been a study commissioned by Forrest & District Community Group entitled. “Preliminary Feasibility Study on the Establishment of a Community Bushfire Shelter in Forrest”. The Council can include in its STRATEGIC PLAN, bushfire safe houses for communities under threat, like Forrest. 6. “Colac Otway Rural Living Strategy” need to be updated (2011) and included. 7. Have the “Victoria’s 2020 Tourism Strategy” (2013) been included in the Council Plan? Of particular interest is to align with the state government priorities “Investment Attraction and Infrastructure Support” and “Domestic Marketing”. 8. As part of the Otway, many communities will benefit from “Victoria’s Trails Strategy 2014–24” (2014), if it would have been considered constructing the Council Plan. 	<p>Not relevant in the Council Plan.</p> <p>Forrest Structure Plan is referenced under Our Places. Goal 3 Action 8. Recommended to amend to <i>‘Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire.’</i> The Forrest Structure Plan needs to be considered in context of all towns.</p> <p>As per above response and agree should be separate plans.</p> <p>Is referenced under Our Prosperity programs.</p> <p>Such studies need to be endorsed by the CFA to be considered by Council. Council has also undertaken a Shire wide assessment. The Places theme Goal 6 addresses this point Shire wide.</p> <p>New measure included under the Our Prosperity theme Goal 1 – <i>‘Review completed and implementation commenced for the Colac Otway Rural Living Strategy.’</i></p> <p>Many state and national strategies are considered in developing Council strategies and the draft Council Plan. It is not proposed to reference external strategies and plans in the Council Plan.</p> <p>Various strategies have been considered along with local Council and community trail strategies.</p>
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	<p>Use of GIS to present the Council Plan recommended</p> <p>The presentation of the draft Council Plan is difficult to comprehend the links between Themes – Goals – Actions – Strategies- Programs.</p> <p>Measures are not included in the Council Plan.</p>	<p>Noted spatial presentation can be helpful for the community but not possible at this stage of this process.</p> <p>Time allowing, a diagram could be included to the Plan introduction showing the linkage in theory.</p> <p>Measures are included in the draft Council Plan. Refer the fourth column for each theme.</p>
<u>Submitter 66</u>	<p>The Plan is too Colac centric. Most of the big projects in the past have happened in Colac. Will this continue?</p>	<p>Council Plan Goals and actions take into consideration the whole of the shire equally, with many of the actions applicable to both the coast and other townships across the shire.</p>
<u>Submitter 67</u>	<p>Recommends that Council work formally with the Otway Coast Committee and the Apollo Bay Chamber of Commerce to strategically plan and lobby for improvements to Apollo Bay and District.</p>	<p>New action included under Theme 2 'Our Places', Goal 1, 'Assets and infrastructure meet community needs.' <i>'Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay and district.'</i></p>

Additional changes to the Council Plan

The following inclusions to the final Council Plan 2017-2021 have been made following general feedback from the community and discussion with Council staff and Councillors:

Our Prosperity

A new action is included under Goal 1, 'Plan infrastructure, assets and land use with a long-term vision for economic growth':

Action 5: *'Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and stormwater drainage.'*

Our Places

As part of strengthening the environment component the following inclusions have been made:

Under the section, 'Why this is important':

'It is important that Council operations are undertaken in consideration of the natural environment and where possible take action to help improve to protect, enhance and restore the environmental values of the region.'

An additional point has been added to 'Opportunities for our Future':

'Effectively plan for the predicted impacts of climate change across all Council operations and where possible for the municipality as a whole.'

A new action has been included under Goal 3, 'Towns and places are welcoming and attractive':

Action 9: *'Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire.'*

Two new Measures have also been included under Goal 3:

- Implementation of the Memorial Square Master Plan.
- Improvement to public toilets and amenities in Colac and throughout the Shire.

A new action has been included under Goal 4 'Leadership in natural environment through good management practices':

Action 22: *'Implement Council's Climate Adaptation Strategy.'*

The following Strategy has been moved from Our Prosperity to Our Places:

- Environment Strategy

The following Programs have been moved from Our Prosperity to Our Places:

- Implement Revegetation and Weed Management Plan Post Bushfire at Wye River and Separation Creek
- Strategic weed control and revegetation programs
- Climate change mitigation and adaptation programs

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The development of the Council Plan was directly informed by a significant community engagement program, using internal organisational resources, which sought input from the community about their aspirations for the Shire. This was the most comprehensive consultation program ever conducted in Colac Otway, and received a very positive response:

- Letters were sent to approximately 900 community, business groups and key organisations, inviting them to complete the survey and/or to make a written submission.
- More than 380 surveys were completed by members of the community.
- Meetings were held with key stakeholders, including major employers and service providers.
- Pop-up listening posts and community conversation events were conducted across the Shire to meet members of the community going about their daily activities, providing an opportunity to contribute their ideas;

Pursuant to Section 125 and 127 of the *Local Government Act 1989*, Council placed the draft Council Plan out for Public viewing and invited public submissions for a period of not less than 28 days. In this instance Council exhibited the draft plan for 5 weeks. 68 Submissions were received.

To support the consultation process, pop-up listening posts were held outside Target in Colac and outside the Apollo Bay Bakery. These sessions were well attended and we received invaluable feedback on the, draft Council Plan, draft Budget and various other matters of interest to the community.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The Council Plan 2017-2021 reflects Council's commitment to achieving progress against the four themes in the plan:

- Our Prosperity
- Our Places
- Our Community
- Our Leadership & Management

ENVIRONMENTAL IMPLICATIONS

In order to limit the environmental impact of the Council Plan process, hard copies of the plan are kept to a minimum and to this end we make available the Council Plan 2017-2021 for viewing on our website as well as limited hard copies at Council offices and libraries.

SOCIAL & CULTURAL IMPLICATIONS

Social and cultural implications have been considered carefully in the construction of the Council Plan along with consideration of funding available to carry out the many projects contained in the plan.

ECONOMIC IMPLICATIONS

Construction of the Council Plan has taken into consideration the ongoing operational and financial viability of Council, reflected in the Council's Strategic Resource Plan.

LEGAL & RISK IMPLICATIONS

Aside from meeting the various relevant sections of the *Local Government Act 1989* there are no further legal implications.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The Council Plan 2017-2021 has been compiled under the relevant financial and human resource limitations Council operates under. The consideration of all submissions takes these finite resources into account and in particular Council's limited financial and resource capability to undertake all desired projects.

7. IMPLEMENTATION STRATEGY

DETAILS

A Special Committee of Council received submissions and heard members of the public who requested to speak to their submission.

COMMUNICATION

Council's decision as to public submissions will be communicated via mail/email responses to each submitter per the address details we have been provided after the Council Plan has been formally adopted.

TIMELINE

28 June 2017: Adoption of the Council Plan 2017-2021.

30 June 2017: Council Plan 2017-2021 submitted to the Minister for Local Government.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



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Strategic Vision

Towards A Prosperous Future

The Councillors of Colac Otway Shire commit to plan for growth in business and employment for our towns and settlements; the delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for the Shire.

Strategic Context for Colac Otway Shire

Colac Otway Shire is located 160km west of Melbourne in a natural environment which includes State Forests, National Park and parts of the Great Ocean Road. It is within commuting distance of Geelong, which has been experiencing significant population and employment growth in recent years. The Shire has both a permanent population and is a tourism destination for holiday makers and international tourists.

Recent years have seen very low levels of population growth in the Shire. The Shire was initially built on the industries of Agriculture and Manufacturing, with Tourism strengthening and growing employment in the Health sector. Overall, low jobs growth has contributed to some seeking employment outside of the Shire and an increasingly aging population. These trends are similar to other regional Victorian areas.

Colac Otway Shire has a unique and precious natural environment. It is acknowledged that the region has been getting warmer and drier and in the future the region can expect for this trend to continue. Council recognises that it can play a leadership role to facilitate local action for managing climate change impacts. Council's Municipal Public Health and Wellbeing Plan provides further strategic direction.

Responsibility for managing all aspects of the natural environment is shared with a number of different government authorities and community groups. Council has a key role in partnering with all of these parties.

Colac Otway has many advantages which could turn these challenges to opportunities. These include the duplication of the Princes Highway, which will create a dual carriageway between Geelong and Colac, and the attractiveness of the natural environment as a place to live and visit, generating economic opportunities. Additionally, the Shire is well serviced with social infrastructure such as health services, schools and recreational facilities; and it has affordable housing and land available for further development. These advantages can be built on with strategic action by Council in partnership with others, providing a context in which the Shire has the potential to grow and prosper.



Colac Otway Shire has been an unsubdivided municipality (no Wards) since March 2007.

About the Shire

- ❑ There was an estimated 20,255 people living in the Colac Otway Shire in 2015, with an average age of 44.9 years.
- ❑ Colac Otway Shire had a higher proportion of youth and persons at post retirement age than Victoria in 2011.
- ❑ The predominant household type in Colac Otway Shire is lone person households, reflecting the older demographics in the area.
- ❑ Like many regional areas, Colac Otway Shire experiences a large out migration of residents aged 18 to 24 years. Many young people are moving to larger regional centres (Geelong, Ballarat) or metropolitan Melbourne to seek education and employment opportunities.
- ❑ Greater Geelong is both the largest source of inward migration and the largest destination for residents leaving.
- ❑ The large majority of Colac Otway residents have Australian or British ancestry along with a small indigenous population. Only 7.5% of the Shire's residents were born overseas at 2011, this is lower than the rest of regional Victoria (10.6%).
- ❑ The formal qualifications of the Colac Otway resident population are, on average, lower than Victoria's population as a whole.
- ❑ Colac Otway Shire has access to a skilled workforce of farmers compared to regional Victoria. This can help growth in the agricultural sector by driving productivity growth.
- ❑ Colac Otway has a low share of Specialist Managers (e.g. advertising, sales managers, business admin managers, education/health managers), potentially indicating a skills gap in the region.
- ❑ A larger share of residents than regional Victoria were also classified as Labourers, with more than a third of these (36%) being factory process workers.
- ❑ The Shire has fewer individuals in low income categories but also a lot less in the highest income quartile group. Household incomes are lower than average due to higher proportions of single person households.



Community Engagement

The Council, elected in November 2016, is strongly committed to engaging with and listening to the community. This Council Plan incorporates community feedback following a significant and broad-ranging engagement program. This program resulted in the largest level of feedback ever received, including close to 400 responses to the 'Make your voice heard' survey, 15 pop-up listening posts and Community Conversations held across the Shire and written submissions from community organisations.

Council's Role

The Council has many roles. To deliver value for money for its community, Council will consider which role is the most appropriate in the work it does. These roles include the following broad categories:

Council's role	Council will:	Example
Leader	Lead by example	Demonstrate leadership in use of lighting to reduce energy costs
Service Provider	Deliver services to meet community needs	Maternal Child Health service delivery
Partner	Contribute staff time or funds	G21 alliance
Facilitator/Broker	Promote the Shire, a service gap, or bring together people who have a stake in an issue	Work with State government, health and service organisations to plan a transition from Colanda disability services
Advocate	Proactively make representation to state and federal governments on key issues for the Shire	Advocate for a Great Ocean Road authority
Regulator	Take direct legal responsibility	Conduct inspections of local food premises and issue licenses



From Left: Cr Kate Hanson, Cr Chris Smith, Cr Joe McCracken, Cr Jason Schram, Cr Stephen Hart, Cr Chris Potter and Cr Terry Woodcroft

Our Councillors



Cr Chris Potter
Mayor

First elected: 2016
 PH: (03) 5232 9408
 Mobile: 0427 821 435
 Email: councillor.potter@colacotway.vic.gov.au



Cr Stephen Hart
Deputy Mayor

First elected: 2002
 Re-elected: 2008, 2012, 2016
 PH: (03) 5232 9406
 Mobile: 0407 962 412
 Email: councillor.hart@colacotway.vic.gov.au



Cr Kate Hanson

First elected: 2016
 PH: (03) 5232 9410
 Mobile: 0409 038 843
 Email: councillor.hanson@colacotway.vic.gov.au



Cr Joe McCracken

First elected: 2016
 PH: (03) 5232 9409
 Mobile: 0427 749 918
 Email: councillor.mccracken@colacotway.vic.gov.au



Cr Jason Schram

First elected: 2016
 PH: (03) 5232 9405
 Mobile: 0428 326 410
 Email: councillor.schram@colacotway.vic.gov.au



Cr Chris Smith

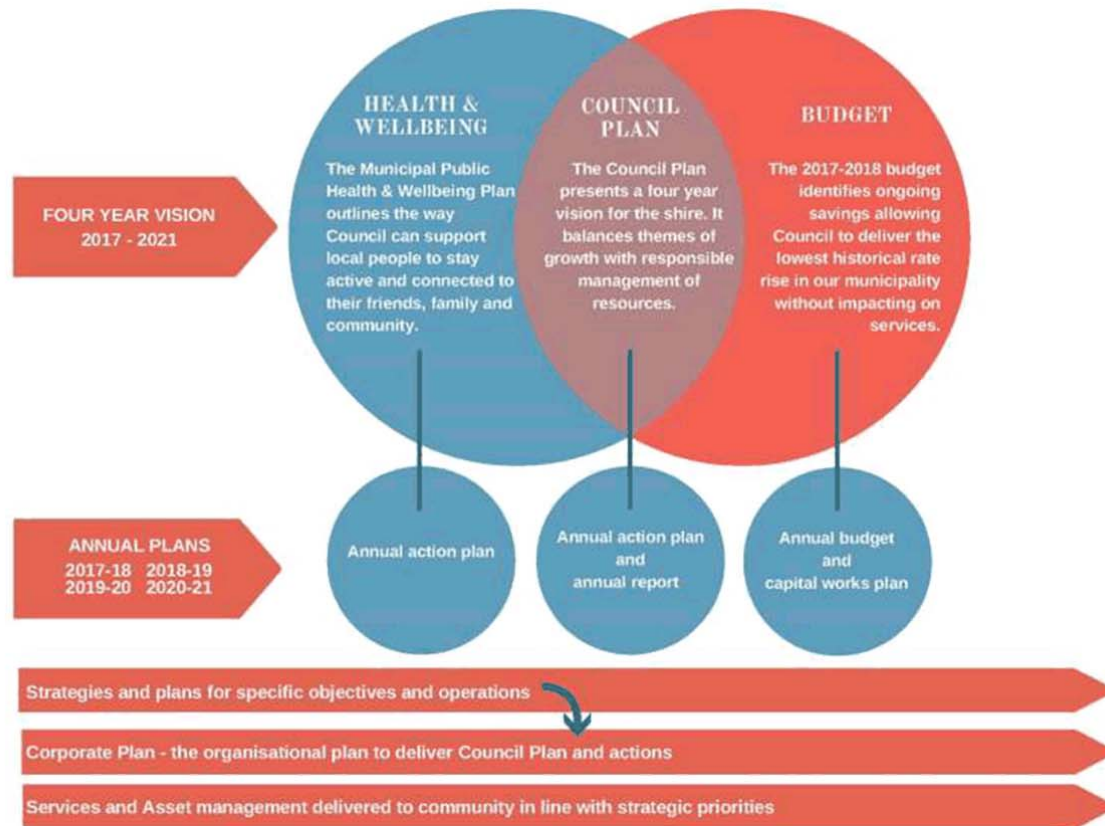
First elected: 2004
 Re-elected: 2008, 2012, 2016
 PH: (03) 5232 9411
 Mobile: 0400 964 791
 Email: councillor.smith@colacotway.vic.gov.au



Cr Terry Woodcroft

First elected: 2012
 Re-elected: 2016
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 Mobile: 0417 559 258
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Strategic Planning Framework



Council Plan Strategic Themes



THEME 1: OUR PROSPERITY

We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to live, work, invest and visit.

Why this is Important

Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work.

Community Feedback

The community told us that they would like to see investment to increase business and employment opportunities in the Shire; that they value a balance between development and care of the environment; that they enjoy the country feel and sense of safety and community in the Shire; and that they value the small towns for their healthy, rural living, and their attraction to tourism. They also said they want to see more opportunities for tourism and the arts; for Apollo Bay to be sensitively developed and promoted; and for Lake Colac and surrounds to be improved and promoted. Consultation with the Shire's major employers and the larger employers stated a commitment to working with the Shire to plan for improved employment opportunities, continued growth of businesses and the people employed in them.

Opportunities for our Future

- Attracting investment for significant infrastructure improvements, to bolster the capital budget of the Shire going forward and fill the gap in funds due to the State Government's rate capping policy.
- Our location between the two major centres of Geelong and Warrnambool, positioning Colac Otway as a place from where people can travel to these centres for work and from which visitors can be attracted.
- Balancing care and protection of the environment with growth and development.
- Leading advocacy to care for the Great Ocean Road and the coastline, to bring together the many authorities and organisations into one authority for consistent and integrated planning a challenge.
- Through land use planning and economic growth encourage population growth.
- Continuing to support the popular events in the Shire which add to the enjoyment of living in the Shire, while preserving the amenity and quiet enjoyment of residents.
- Recognising and protecting the heritage of the area's history.

- Learning from our experiences of managing significant challenges of the natural environment, including the high risk of bushfire and floods, and the impacts of climate change.
- Addressing the seasonality of Lake Colac, an attractive asset for recreation and development.

Our Prosperity - What we want to see by 2021

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Plan Infrastructure, assets and land use with a long-term vision for economic growth.	<ol style="list-style-type: none"> 1. Provide direction on how growth across the Shire should proceed and ensure adequate land is provided for industrial and residential use. 2. Develop and implement a Colac Otway Economic Development Strategy. 3. Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents. 4. Identify and improve tourism assets across the Shire. 5. Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and stormwater drainage 6. Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan. 7. Remove unnecessary planning triggers to streamline planning processes. 8. Strengthen partnerships with employers in the Shire. 	<p>Advocate</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> • Finalise and implement the Colac Township Economic Development, Commercial and Industrial Land Use Strategy. • Colac 2050 Growth Plan completed. • Council endorsement of the Economic Development Strategy and achievement of the implementation plan milestones and targets. • Increased percentage of Council expenditure with local businesses. • Implementation of Residential Housing Strategy to achieve milestones and targets. • Advocacy plan to attract funding for investment in assets which support tourism is implemented. • Review completed of Colac Otway Planning Scheme including review of and reduction in “red tape”. • Improved satisfaction with Council planning processes. • Review completed and implementation commenced for the Colac Otway Rural Living Strategy.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
<p>2. Support a thriving economy and industries.</p>	<p>9. Identify and promote Tourism pathways between attractions across the whole Shire.</p> <p>10. Identify and support employment in tourism.</p> <p>11. Explore options to facilitate new tourism accommodation.</p> <p>12. Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.</p> <p>13. Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.</p> <p>14. Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.</p> <p>15. Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.</p> <p>16. Review the Great Ocean Road Closure Policy.</p>	<p>Service Provider</p> <p>Facilitator</p> <p>Regulator</p>	<ul style="list-style-type: none"> • Increased employment in tourism in the Shire. • An increase in accommodation options including conference facilities and 4 to 5-star accommodation. • Visitation to small towns in the Shire increases, including overnight stays. • Implementation of local Destination Action Plans. • Visitor satisfaction increased. • Renewed Great Ocean Road Closure Policy endorsed by all four relevant entities. • Event attendances and satisfaction measures to be developed incorporating economic and social outcomes.
<p>3. Strengthen partnerships with key stakeholders to benefit the whole community.</p>	<p>17. Seek regional funds from state and Federal Governments.</p> <p>18. Develop and maintain regional partnerships and joint advocacy.</p> <p>19. Seek to influence education providers to match local job opportunities with available skills training.</p> <p>20. Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.</p>	<p>Advocate</p> <p>Partner</p>	<ul style="list-style-type: none"> • Develop and implement Advocacy Strategy. • Ongoing participation in G21, GORRT and South-West asset management forum. • Increase in type and number of training and development opportunities for employees in the Shire. • Reduction in youth unemployment. • Advocacy through GROW and Beyond the Bell for increased participation of young people in education and training.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Improve strategic planning and coordination of the Great Ocean Road	21. Advocate for the establishment of a Great Ocean Road Authority.	Advocate	<ul style="list-style-type: none"> Develop and implement a Great Ocean Road Authority advocacy strategy. Level of support by key political leaders and key organisations for the Great Ocean Road Authority. Great Ocean Road and supporting assets improve (e.g., roadside edges quality of the road, toilet blocks, drainage).

Key Strategies Supporting Our Prosperity

The following strategies are essential to the delivery of the Goals and Actions in Our Prosperity:

- Colac 2050 Growth Plan.
- Colac Township Economic Development, Commercial and Industrial Land Use Strategy
- Economic Development Strategy
- Public Open Space Strategy
- Redevelopment of Apollo Bay Harbour Precinct
- Tourism Employment Opportunity Study
- Tourism/Events strategy
- Forrest Mountain Bike Strategy Gellibrand Structure Plan

Key Programs Supporting Our Prosperity

A range of Council programs and services are integral to achieving the Goals and Actions in Our Prosperity. Key among these are the following:

- Beyond the Bell and GROW
- Climate adaptation planning
- Community safety - emergency management and recovery coordination
- Economic development
- Environmental planning
- Forrest Structure Plan
- Heritage Review
- Implementation of Lake Colac Foreshore Master Plan Tourism and events
- Intermodal Freight/Transport Hub Investigation
- Strategic planning
- Statutory planning
- Small Town Improvement Program
- Structure/township plans for small towns including Gellibrand, Beeac, Alvie, Cororooke

THEME 2: OUR PLACES

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

Why this is Important

Infrastructure assets such as roads, drainage and footpaths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport.

It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

It is important that Council operations are undertaken in consideration of the natural environment and where possible take action to help improve to protect, enhance and restore the environmental values of the region.

Community Feedback

The community provided substantial feedback about places and assets. They are both valued and praised as a fundamental reason people like living in the Shire; and there were also many suggestions for improvements and additions. Areas that were mentioned included renewing and upgrading towns in the shire of all sizes, with lights, footpaths and additional refreshed streetscapes; the main street and entrances to Colac and Memorial Square; the Botanic Gardens and Lake Colac as valued attractions and their potential for further development; more open space, street trees, and shared pathways; and upgrading community buildings.

Opportunities for our Future

- Improving our understanding of our asset portfolio, its useful life and seeking greater State and Federal Government partnerships to fund improvements.
- Taking advantage of new opportunities such as improved asset management systems and new technology in construction and maintenance to assist in managing our assets.
- Explore service partnerships with other communities and the possibility of wider footprint contracts to improve value for money and service levels.
- Effectively plan for the predicted impacts of climate change across all Council operations and where possible for the municipality as a whole.

Our Places - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Assets and infrastructure meet community needs.	<ol style="list-style-type: none"> 1. Develop and implement a Property Strategy. 2. Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services. 3. Conduct an ongoing program of service reviews to guide planning for infrastructure. 4. Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay and district.' 	Service provider	<ul style="list-style-type: none"> • Asset Management Strategy and Plans developed, including for roads, bridges, drains, footpaths, buildings and reserves. • Business cases for development of infrastructure include evidence of community need and service level requirements. • Adoption and implementation of the Property Strategy. • Community satisfaction scores for roads and footpaths increase each year.
2. Our places are managed for long term sustainability.	<ol style="list-style-type: none"> 5. Update the Planning Scheme to reflect changing community needs and priorities. 6. Ensure best practice guides planning and management of the natural environment and associated assets. 	Service provider	<ul style="list-style-type: none"> • Review of Planning Scheme (to commence in 2017). • Planning Scheme Amendments implemented in ongoing manner to respond to community needs. • Asset Management Plans include assessment of climate related risks and approaches to mitigate these. • Outcomes of Colac and Apollo Bay drainage studies guide planning for new treatments to enhance land use and protect property.

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
<p>3. Towns and places are welcoming and attractive.</p>	<p>7. Enhance the attractiveness of towns in the Shire for both residents and tourists/visitors.</p> <p>8. Advocate for improvements to public open space where the State Government is the land owner/manager.</p> <p>9. Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire.</p> <p>10. Incorporate treatments into infrastructure standards that enhance community perceptions of safety.</p> <p>11. Maintain Parks and gardens, sports reserves and streetscapes.</p> <p>12. Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.</p> <p>13. Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.</p> <p>14. Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.</p>	<p>Service Provider</p> <p>Partner</p> <p>Facilitator</p> <p>Advocate</p>	<ul style="list-style-type: none"> • Council endorsement of master plans and small town improvement plans. • An annual program of works to improve attractiveness of places across the Shire. These will include (plans to be finalised on annual basis): <ul style="list-style-type: none"> Lake Colac <ul style="list-style-type: none"> ○ Master Plan implemented. ○ Foreshore assets reviewed and improved. ○ Water availability improved. Apollo Bay <ul style="list-style-type: none"> ○ Harbour Precinct plans for redevelopment in collaboration with the community Project Control Group. • Tourism assets improved. • Colac CBD entrances and streetscapes improved. • Implementation of the Memorial Square Master Plan. • Improvement to public toilets and amenities in Colac and throughout the Shire. • Small town streetscapes improved. • Standard and presentation of open spaces, including town entrances, state managed roads and pathways. • Asset plans and capital works business cases incorporate treatments that enhance community perceptions of safety. • Water sensitive design manual produced and adopted. • Community feedback on open space usage. • Standard and presentation of open spaces. • Use of potable water for parks and gardens is reduced. • Regional wet waste facility feasibility study is completed. • Support and assist local community members wishing to take a role in caring for public space assets.

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Leadership in natural environment through good management practices.	15. Ensure best practice guides planning and management of the natural environment and associated assets, and Council’s response to climate change. 16. Minimise coastal erosion in partnership with other stakeholders and implement measures to assist climate adaptation. 17. Improve the health and sustainability of the natural environment through structured planning with our partners. 18. Deliver localised planning to communities to reduce fire risk. 19. Implement emission reduction programs for Council operations. 20. Enhance the level of resource recycling and reuse across the Shire. 21. Enhance and protect biodiversity through weed control and revegetation. 22. Implement Council’s Climate Adaptation Strategy.	Service provider Facilitator Partner	<ul style="list-style-type: none"> Asset Management Plans include assessment of climate related risks and approaches to mitigate these. Community fire plans completed with latest scientific evidence and understanding of local conditions. Waste management review completed and implemented. Recycling rates from kerbside collection are increased from 2016 levels. Reduction in proportion of waste to landfill from 2016 levels. Council emissions reduced from 2012 levels. Planning for Lake Colac to improve health of the lake, with Parks Victoria, Department of Environment, Land, Water and Planning, Corangamite Catchment Management Authority and Barwon Water. Improved water quality treatments and weed management. Reduced risk of fire through fuel load management on public and private property. Adherence to fire preparedness activities.
5. Delivery of our capital works program.	23. Develop a system of capital allocations based on Asset Management Plans. 24. Develop a project management framework, covering proposals, planning and delivery. 25. Develop a capital works reporting framework. 26. Deliver the annual capital works program.	Service provider	<ul style="list-style-type: none"> Project management framework developed. Quarterly reports to Council. 80% of the capital works program is completed, measured by number of projects or expenditure.
6. Emergency management is coordinated locally and on a regional basis.	27. Community based planning to build local understanding and preparedness for emergency events. 28. Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	Service provider Partner Facilitator	<ul style="list-style-type: none"> Emergency resource plans are established and agreed with neighbouring councils. Participate in the state and regional resilience planning projects. Key influencers on climate related threats and emergencies are educated and prepared in accordance with their needs; <ul style="list-style-type: none"> Community members Visiting holiday rental owners Visitors and tourists Tourism operators

Key Strategies Supporting Our Places

The following strategies are essential to the delivery of the Goals and Actions in Our Places:

- Asset Management Strategy and Plans.
- Develop Operations Strategy to Inform Road and Park Maintenance Program.
- Environment Strategy
- Information Services Strategy
- Operations Strategy
- Property Strategy

Key Programs Supporting Our Places

A range of Council programs and services are integral to achieving the Goals and Actions in Our Places. Key among these are the following:

- Asset Management Planning – Service Planning Connecting to Community Infrastructure.
- Asset Program for Renewal/Implementation of Parks and Open Space Infrastructure
- Construction to suit design life
- Deliver on agreed levels of service in Service and Operations
- Deliver Works Program in Accordance with Operations Strategy
- Design and Contract Manage Construction of Assets and Infrastructure
- Develop and Deliver Capital Works Plan
- Implement Revegetation and Weed Management Plan Post Bushfire at Wye River and Separation Creek.
- Develop Comprehensive OHS and Risk Plans to enhance/ensure the safety of our staff at work
- Implement Colac stormwater study
- Implement Domestic Wastewater Management Plan
- Long-Term Works Program Parks and Open Space Maintenance
- Policy Development for Asset Programs
- Reticulated Drainage Scheme at Wye River and Separation Creek
- Review Plant and Equipment Utilisation and Renewal in Service Operations
- Whole of Life Analysis
- Strategic weed control and revegetation programs.
- Climate change mitigation and adaptation programs.

THEME 3: OUR COMMUNITY

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

Why this is Important

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to the original settlers. We also have a small population of aboriginal people. The land of the Shire sustains different ways of living, from affordable housing options in the towns, to spectacular properties with views of the forest and the sea. Potential for population growth in the Shire will increase due to highway improvements and proximity to the larger centres of Geelong and Warrnambool. The Shire enjoys good services and infrastructure, supporting families to connect and live well at all life stages. While the Shire is well resourced compared with many other semi-rural shires, with the potential of continued growth there needs to be good planning to have the right infrastructure and services in place.

Community Feedback

The community has also told us that they want to see value for money so we need to plan infrastructure and services well and continuously review them. Community input into this decision-making process will help make better decisions and involve them in planning for their own community.

Opportunities for our Future

- The Shire has a diverse population with a socio-economic status ranging from low to high levels of advantage. There are good relationships with other providers and funding for projects such as GROW and Beyond the Bell provide a good basis for working together to improve community life for everyone. Partnerships with other health and community service providers through the Municipal Public Health and Wellbeing Plan 2017-2021 provide a good way to work together.
- The environment is a major attraction of the Shire and strong partnerships have been forged with government authorities, which provide a good basis for planning together for the community.

Our Community - What we want to see by 2021

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Increase social connection opportunities and community safety.	<ol style="list-style-type: none"> 1. Support community organisations through the community grants program. 2. Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities. 	Partner Service provider Facilitator	<ul style="list-style-type: none"> • Number of groups supported to provide inclusive initiatives.
2. Connect people through events and activities.	<ol style="list-style-type: none"> 3. Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment. 4. Supports community activities through information dissemination and planning information. 	Facilitator	<ul style="list-style-type: none"> • Number of community activities and numbers of people who attend.
3. Opportunities for the community to participate in lifelong learning.	<ol style="list-style-type: none"> 5. Provide opportunities for lifelong learning and community connections through library programs. 6. Support for community groups. 	Service provider	<ul style="list-style-type: none"> • Library program attendances. • Grants and in-kind support awarded to groups involved in lifelong learning. • Completion of the review of the structure for provision of library services for the Shire.
4. Provision of resources to support physical activity by the community.	<ol style="list-style-type: none"> 7. Deliver programs through the Bluewater Centre that promote physical activity in the Shire. 8. Build capacity of local sports groups in promoting healthy eating and physical activity. 9. Encourage more people to participate and be inclusive of others. 10. Participate in the G21 Healthy Eating and Active Living regional priority project. 11. Consider health of the community when formulating policy for Council's Property Strategy. 	Partner Service provider Facilitator	<ul style="list-style-type: none"> • Ongoing and effective implementation of the Municipal Public Health and Wellbeing Plan. • Review the Colac-Otway Shire Physical Activity Strategy. • Participation rate at Bluewater Centre. • Increased membership in local sporting groups with increased diversity of membership. • Increase in healthy food options in Council facilities. • Increase in healthy food options in local sporting groups. • Review social issues such as availability of alcohol and gambling machines when considering policy for Council property.
5. Foster an inclusive community.	<ol style="list-style-type: none"> 12. Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education. 	Partner Facilitator	<ul style="list-style-type: none"> • Access, Equity and Inclusion Action Plan prepared and implemented. • Council services are inclusive and accessibility barriers are addressed.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
6. Community planning informs provision of Council services and social infrastructure.	13. Update social infrastructure planning on a continuing basis to guide asset planning.	Partner Service provider Facilitator	<ul style="list-style-type: none"> • Service planning results in service level information to guide asset planning. • Advocacy strategies are developed and implemented to support services for our community. • Analysis of data and social information guides social infrastructure investments and upgrades.

Key Strategies Supporting Our Community

The following strategies are essential to the delivery of the Goals and Actions in Our Community:

- Access, Equity and Inclusion Action Plan
- Arts and Culture Strategy
- Climate Adaptation Plan
- Municipal Public Health and Wellbeing Plan
- Physical Activity Strategy
- Property Strategy

Key Programs Supporting Our Community

A range of Council programs and services are integral to achieving the Goals and Actions in Our Community. Key among these are the following:

- Access Equity and Inclusion Plan
- Arts and Leisure
- Cinema Lease
- Community Recovery Support to Wye River and Separation Creek
- Community Recovery Planning; Climate Resilient Communities GROW and Beyond the Bell 2030
- Community safety - emergency management and recovery coordination
- Community services
- Community services plans for 50 years+
- Climate planning
- Early Years Plan
- Early Years Facilities planned and funded (Apollo Bay/Colac/W/N)
- Environmental planning
- G21 Health and Well-Being Pillars Annual Project
- Library services
- Municipal Public Health and Wellbeing Plan (MPHWP)
- New Library Plan
- Plan and maintain active open space and recreation areas
- Population and demographic forecasting
- Reserve Master Plans
- Social Infrastructure Plan
- Social Capacity Building Plan
- Tourism and events

THEME 4: OUR LEADERSHIP & MANAGEMENT

We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

Why this is Important

There are many demands on the resources of Colac Otway Shire. The major source of income, ratepayer funds, has been constrained through the introduction of rate capping by the State government and an increasing challenge for the community to continue to afford rate increases.

The environment of the shire is attractive and well-recognised. Its' diversity also results in involvement by many authorities and stakeholders, creating the need for partnerships and clarity about the role of the shire. Recently experienced incidents such as bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

Community Feedback

The community has told us that they want Council to be transparent in allocating its limited resources; that they want investment in services and infrastructure to support the community, local businesses, tourism, and population growth; and that they want Councillors and the organisation to work together to achieve great outcomes for the community and to build a positive reputation for the Shire.

Businesses and organisations operating in the Shire said that they look to the Shire to provide coordination around issues and advocacy to state and federal government about local needs.

Opportunities for our Future

- The opportunity to maintain and enhance external funding for well-planned community infrastructure.
- The opportunity to increase engagement with the community in decision-making.
- Supporting opportunities for growth in a complex legislative framework.
- Delivery of services that are valued by the community and managing the challenges brought about through cost shifting and devolution of responsibility from other levels of government.

Our Leadership & Management - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Effectively manage financial resources.	<ol style="list-style-type: none"> 1. Manage the short and long-term financial sustainability of the shire through prudent financial management. 2. Maintain the 10 year long term financial plan. 3. Identify new income opportunities. 4. Maintain low risk audit rating for financial sustainability. 	Service provider	<ul style="list-style-type: none"> • Long term financial measures are identified and reported to Council on at least ½ yearly basis. • New income source opportunities are identified to reduce the reliance on rates. • Overall low risk financial sustainability rating maintained. • Reduce the asset renewal gap.
2. Openness and accountability in decision making.	<ol style="list-style-type: none"> 5. Ensure where ever possible decisions are debated and made in open Council meetings. 6. Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities. 	Service provider	<ul style="list-style-type: none"> • Improve awareness and accessibility of Council documentation by the community. • Implement regular reporting on agreed topics such as finances, projects and key outcomes. • Community satisfaction with governance and councillor conduct improves through the annual community satisfaction survey. • The percentage of decisions made in closed council meetings is reduced from 2016 levels.
3. Organisational development and legislative compliance.	<ol style="list-style-type: none"> 7. Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities. 8. Manage our risk exposure, including providing a safe working environment where “Work Health and Safety is everyone’s business”. 	Service provider	<ul style="list-style-type: none"> • Development plans completed and implemented in organisational capability areas. • Maintain Safety Map (or equivalent) certification for Council’s occupational health and safety management system.
4. Provide value for money services for our community.	<ol style="list-style-type: none"> 9. Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community. 10. Enhance opportunities for increased local spending of Council expenditure. 11. Develop partnerships to procure services and materials on a regional basis. 	Service provider	<ul style="list-style-type: none"> • Implement a rolling program of service reviews each financial year. • Identify ongoing savings opportunities of at least \$200,000 per annum. • Council endorsement of the revised Procurement Policy by 2018 and achievement of the implementation plan milestones and targets. • The percentage of local spending is increased by at least 5% over 4 years. • 5 year cross boundary procurement plan developed.
5. Communicate regularly with our community and involve them in decision-making.	<ol style="list-style-type: none"> 12. Review the Community Engagement Policy to guide council decision making. 	Service Provider	<ul style="list-style-type: none"> • Community engagement framework review completed. • Opportunities for community engagement are increased from 2016 levels.

Key Strategies Supporting Our Leadership & Management

The following strategies are essential to the delivery of the Goals and Actions in Our Leadership & Management:

- Asset Management Strategy
- Carbon Neutral Plan
- Climate Adaptation Plan
- COS Environment Strategy
- Information Services Strategy
- Operations Strategy
- Organisational Development Strategy
- Streamline Planning Scheme
- Sustainability Policy
- Waste Management Review

Key Programs Supporting Our Leadership & Management

A range of Council programs and services are integral to achieving the Goals and Actions in Our Leadership & Management. Key among these are the following:

- Capital works Delivery Program
- Corporate Plan
- Delivering on agreed levels of service in Service and Operations
- Deliver Works Program in Accordance with Operations Strategy
- Design and Manage Construction of Assets and Infrastructure
- Develop Operation Strategy to inform Road and Park Maintenance Program Delivery
- Financial Planning
- Governance
- Half Yearly Reporting on Implementation of Council Plan Strategies
- Implement Apollo Bay Drainage Study
- Implement Colac stormwater study
- Increase Recycling and Reuse of Resources (Waste Minimisation)
- Long-Term Financial Plan
- Participate in Barwon Southwest Waste Management Group
- People Performance and Culture
- Plant and Equipment Utilisation and Renewal Program
- Project Management Framework
- Reticulated Drainage Scheme at Wye River and Separation Creek
- Review Plant and Equipment Utilisation and Renewal in Service Operations
- Service Review Program
- Service Level Review Program
- Undertake Birregurra Flood/Drainage Study
- Waste Management

Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2017-2021.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

Colac Otway financial indicators	<ul style="list-style-type: none"> • That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category. • That Colac Otway Shire Council applies the outcomes of this SRP to the 2017-2018 Budget.
Long-term borrowing strategies	<ul style="list-style-type: none"> • That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity. • That Colac Otway Shire Council has no forecast borrowings during the period applying to the Strategic resource Plan • That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.
Notional reserves	<ul style="list-style-type: none"> • That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled. • Reserves are fully backed with cash at the end of each financial year.
Rating and other revenue strategies	<ul style="list-style-type: none"> • That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives. • That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges. • That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.

Asset management	<ul style="list-style-type: none"> • That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets. • That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio. • That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.
Capital works	<ul style="list-style-type: none"> • That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme. • That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.
Service provision and planning	<ul style="list-style-type: none"> • That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability and service reviews where applicable.
Strategic Financial Plan	<ul style="list-style-type: none"> • That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.

Resourcing the Council Plan

Financial statements depict how the Plan is resourced.

- **Comprehensive Income Statement** shows the operating costs and income during the period.
- **Balance Sheet** provides the value of Council's assets and obligations or liabilities for the period.
- **Statement of Cash Flows** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Statement of Changes in Equity** indicates movement in investments in net assets.
- **Statement of Human Resources** indicates the anticipated human resource requirements for the period.
- **Financial Performance Indicators** show current and projected performance across a range of key financial performance indicators.

The following table summarises the key financial results for the next four years, as set out in the SRP.

Comprehensive Income Statement

For the four years ending 30 June 2021

Items	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
Rates and charges	\$29,238,198	\$29,822,962	\$30,419,421	\$31,027,810
Statutory fees and fines	\$729,883	\$744,481	\$759,370	\$774,558
User fees	\$4,540,249	\$4,631,054	\$4,723,675	\$4,818,149
Grants - Operating	\$9,478,349	\$9,623,690	\$11,124,986	\$8,624,088
Grants - Capital	\$10,184,945	\$7,448,776	\$7,522,793	\$8,672,461
Contributions - monetary	\$485,407	\$485,407	\$485,407	\$485,407
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	\$147,000	\$147,000	\$147,000	\$147,000
Share of net profits/(losses) of associates and joint ventures	\$7,022	\$7,022	\$7,022	\$7,022
Other income	\$616,356	\$625,601	\$634,985	\$644,510
Total Income	\$55,427,409	\$53,535,994	\$55,824,660	\$55,201,003
Employee costs	\$18,981,715	\$19,165,268	\$19,740,226	\$20,332,432
Materials and services	\$16,449,893	\$16,762,441	\$17,097,690	\$17,439,644
Bad and doubtful debts	\$2,000	\$2,000	\$2,000	\$2,000
Depreciation and amortisation	\$10,026,854	\$10,343,332	\$10,662,955	\$10,985,754
Borrowing costs	\$226,017	\$181,211	\$122,424	\$74,101
Other expenses	\$2,199,090	\$1,969,758	\$1,788,583	\$1,857,701
Revaluation Expense	\$0	\$0	\$0	\$0
Total Expenses	\$47,885,569	\$48,424,010	\$49,413,878	\$50,691,633
Surplus/(deficit) for the year	\$7,541,840	\$5,111,984	\$6,410,783	\$4,509,370
Other Comprehensive income				
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>				
Net asset revaluation increment	\$0	\$0	\$0	\$0
Total comprehensive result	\$7,541,840	\$5,111,984	\$6,410,783	\$4,509,370

Balance Sheet

For the four years ending 30 June 2021

Balance Sheet Items	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
Assets				
Current assets				
Cash and cash equivalents	\$10,857,435	\$9,933,243	\$9,752,109	\$8,908,316
Trade and other receivables	\$1,873,431	\$1,906,291	\$1,988,020	\$1,965,749
Inventories	\$50,000	\$50,000	\$50,000	\$50,000
Total current assets	\$12,780,866	\$11,889,534	\$11,790,130	\$10,924,065
Non-current assets				
Investments in associates and joint ventures	\$311,029	\$312,584	\$314,147	\$315,718
Property, infrastructure, plant & equipment	\$296,734,950	\$301,872,528	\$306,847,722	\$311,658,928
Intangible assets	\$46,000	\$46,000	\$46,000	\$46,000
Total non-current assets	\$297,091,979	\$302,231,112	\$307,207,869	\$312,020,646
Total assets	\$309,872,845	\$314,120,646	\$318,997,999	\$322,944,712
Liabilities				
Current liabilities				
Trade and other payables	\$2,377,017	\$2,387,623	\$2,407,262	\$2,459,657
Trust funds and deposits	\$670,978	\$670,978	\$670,978	\$670,978
Provisions	\$4,487,358	\$4,769,946	\$4,891,320	\$5,015,602
Interest-bearing loans and borrowings	\$648,624	\$1,196,766	\$286,378	\$142,389
Total current liabilities	\$8,183,977	\$9,025,313	\$8,255,938	\$8,288,627
Non-current liabilities				
NC Provisions	\$3,575,655	\$3,066,903	\$2,589,227	\$2,136,270
NC Interest-bearing loans and borrowings	\$2,721,150	\$1,524,383	\$1,238,005	\$1,095,616
Total non-current liabilities	\$6,296,805	\$4,591,286	\$3,827,232	\$3,231,886
Total liabilities	\$14,480,782	\$13,616,599	\$12,083,170	\$11,520,512
Net assets	\$295,392,063	\$300,504,046	\$306,914,829	\$311,424,199
Equity				
Accumulated surplus	\$135,665,770	\$143,282,895	\$151,833,905	\$158,625,216
Reserves	\$159,726,293	\$157,221,151	\$155,080,924	\$152,798,983
Total equity	\$295,392,063	\$300,504,046	\$306,914,829	\$311,424,199

Statement of Cash Flows

For the four years ending 30 June 2021

CASH FLOW STATEMENT	2018	2019	2020	2021
	Budget \$	SRP \$	SRP \$	SRP \$
Cash flows from operating activities				
Rates and charges	29,437,676	29,793,568	30,341,151	31,053,532
Statutory fees and fines	729,883	744,481	759,370	774,558
User fees	4,540,249	4,631,054	4,723,675	4,818,149
Grants - operating	9,478,349	7,448,776	7,522,793	8,672,461
Grants - capital	10,184,945	9,623,690	11,124,986	8,624,088
Contributions - monetary	485,407	485,407	485,407	485,407
Other receipts	616,356	625,601	634,985	644,510
Employee costs	(19,726,672)	(19,391,432)	(20,096,528)	(20,661,107)
Materials and services	(16,700,876)	(16,751,835)	(17,078,051)	(17,387,248)
Trust funds and deposits repaid	(10,022)	0	0	0
Other payments	(2,199,090)	(1,969,758)	(1,788,583)	(1,857,701)
Net cash provided by/(used in) operating activities	16,836,205	15,239,554	16,629,206	15,166,647
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(21,636,528)	(15,823,910)	(15,981,149)	(16,139,961)
Proceeds from sale of property, infrastructure, plant and equipment	490,000	490,000	490,000	490,000
Net cash provided by/ (used in) investing activities	(21,146,528)	(15,333,910)	(15,491,149)	(15,649,961)
Cash flows from financing activities				
Finance costs	(226,017)	(181,211)	(122,424)	(74,101)
Repayment of borrowings	(604,226)	(648,625)	(1,196,766)	(286,378)
Net cash provided by/(used in) financing activities	(830,243)	(829,836)	(1,319,190)	(360,479)
Net increase/(decrease) in cash & cash equivalents	(5,140,566)	(924,192)	(181,133)	(843,793)
Cash and cash equivalents at the beginning of the financial year	15,998,001	10,857,435	9,933,243	9,752,109
Cash and cash equivalents at the end of the financial year	10,857,435	9,933,243	9,752,109	8,908,316

Statement of Capital Works

For the four years ending 30 June 2021

Statement of Capital Works	2018	2019	2020	2021
Property				
Land	\$500,000	\$0	\$0	\$0
Buildings	\$4,419,057	\$4,654,410	\$6,976,149	\$7,134,961
Total buildings	\$4,919,057	\$4,654,410	\$6,976,149	\$7,134,961
Total property	\$4,919,057	\$4,654,410	\$6,976,149	\$7,134,961
Plant and equipment				
Plant, machinery and equipment	\$1,683,000	\$350,000	\$350,000	\$350,000
Fixtures, fittings and furniture	\$237,000	\$715,000	\$230,000	\$230,000
Computers and telecommunications	\$526,600	\$560,000	\$350,000	\$350,000
Total plant and equipment	\$2,446,600	\$1,625,000	\$930,000	\$930,000
Infrastructure				
Roads	\$7,310,601	\$6,907,500	\$6,100,000	\$6,100,000
Bridges	\$650,000	\$550,000	\$500,000	\$500,000
Footpaths and cycleways	\$525,000	\$987,000	\$425,000	\$425,000
Drainage	\$3,445,270	\$600,000	\$600,000	\$600,000
Other infrastructure	\$2,340,000	\$500,000	\$450,000	\$450,000
Total infrastructure	\$14,270,871	\$9,544,500	\$8,075,000	\$8,075,000
Total capital works expenditure	\$21,636,528	\$15,823,910	\$15,981,149	\$16,139,961
Represented by:				
New asset expenditure	\$7,755,000	\$0	\$0	\$0
Asset renewal expenditure	\$12,309,471	\$15,373,910	\$15,531,149	\$15,689,961
Asset upgrade expenditure	\$1,572,057	\$450,000	\$450,000	\$450,000
Total capital works expenditure	\$21,636,528	\$15,823,910	\$15,981,149	\$16,139,961

Statement of Changes in Equity

For the four years ending 30 June 2021

Statement of changes in Equity	Total	Accumulated Surplus	Asset Reval Reserve	Other Reserves
2018				
Balance at beginning of the financial year	\$287,850,223	\$123,040,751	\$148,936,000	\$15,873,472
Surplus/(deficit) for the year	\$7,541,840	\$7,541,840	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$8,847,394)	\$0	\$8,847,394
Transfer from other reserves	\$0	\$13,930,574	\$0	(\$13,930,574)
Balance at end of the financial year	\$295,392,063	\$135,665,770	\$148,936,000	\$10,790,293
2019				
Balance at beginning of the financial year	\$295,392,063	\$135,665,770	\$148,936,000	\$10,790,293
Surplus/(deficit) for the year	\$5,111,984	\$5,111,984	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,618,238)	\$0	\$1,618,238
Transfer from other reserves	\$0	\$4,123,379	\$0	(\$4,123,379)
Balance at end of the financial year	\$300,504,047	\$143,282,895	\$148,936,000	\$8,285,152
2020				
Balance at beginning of the financial year	\$300,504,047	\$143,282,895	\$148,936,000	\$8,285,152
Surplus/(deficit) for the year	\$6,410,783	\$6,410,783	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,639,320)	\$0	\$1,639,320
Transfer from other reserves	\$0	\$3,779,548	\$0	(\$3,779,548)
Balance at end of the financial year	\$306,914,830	\$151,833,905	\$148,936,000	\$6,144,924
2021				
Balance at beginning of the financial year	\$306,914,830	\$151,833,905	\$148,936,000	\$6,144,924
Surplus/(deficit) for the year	\$4,509,370	\$4,509,370	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,660,796)	\$0	\$1,660,796
Transfer from other reserves	\$0	\$3,942,737	\$0	(\$3,942,737)
Balance at end of the financial year	\$311,424,200	\$158,625,217	\$148,936,000	\$3,862,983

Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements is shown below:

Statement of Human Resources

For the four years ending 30 June 2020

Statement of Human resources	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
Staff Expenditure				
Employee Costs - operating	\$18,981,715	\$19,165,268	\$19,740,226	\$20,332,432
Employee Costs - capital	\$700,000	\$1,687,000	\$1,570,000	\$1,570,000
Total Staff Expenditure	\$19,681,715	\$20,852,268	\$21,310,226	\$21,902,432
	EFT	EFT	EFT	EFT
Staff Numbers				
Employees - Disaster Recovery	4.7	0.0	0.0	0.0
Employees - Standard Operations	219.1	219.1	219.1	219.1
Total Staff Numbers	223.8	219.1	219.1	219.1

Other Information

For the four years ending 30 June 2021

1. Summary of planned capital works expenditure

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowing \$'000
2018									
Property									
Land	\$500	\$0	\$0	\$500	\$0	\$250	\$0	\$250	\$0
Buildings	\$4,419	\$3,170	\$1,068	\$181	\$0	\$3,240	\$259	\$920	\$0
Total property	\$4,919	\$3,170	\$1,068	\$681	\$0	\$3,490	\$259	\$1,170	\$0
Plant and equipment									
Plant, machinery and equipment	\$1,683	\$100	\$1,583	\$0	\$0	\$0	\$0	\$1,683	\$0
Fixtures, fittings and furniture	\$237	\$0	\$237	\$0	\$0	\$0	\$0	\$237	\$0
Computers and telecommunications	\$527	\$30	\$436	\$61	\$0	\$0	\$0	\$527	\$0
Total plant and equipment	\$2,447	\$130	\$2,256	\$61	\$0	\$0	\$0	\$2,447	\$0
Infrastructure									
Roads	\$7,311	\$50	\$6,511	\$750	\$0	\$2,551	\$0	\$4,759	\$0
Bridges	\$650	\$0	\$650	\$0	\$0	\$0	\$0	\$650	\$0
Footpaths and cycleways	\$525	\$275	\$250	\$0	\$0	\$0	\$0	\$525	\$0
Drainage	\$3,445	\$2,150	\$1,215	\$80	\$0	\$2,293	\$0	\$1,152	\$0
Other infrastructure	\$2,340	\$1,980	\$360	\$0	\$0	\$1,575	\$0	\$765	\$0
Total infrastructure	\$14,271	\$4,455	\$8,986	\$830	\$0	\$6,419	\$0	\$7,852	\$0
Total capital works expenditure	\$21,637	\$7,755	\$12,309	\$1,572	\$0	\$9,909	\$259	\$11,468	\$0
2019									
Property									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$4,654,410	\$0	\$4,654,410	\$0	\$0	\$3,200,910	\$185,000	\$1,268,500	\$0
Total property	\$4,654,410	\$0	\$4,654,410	\$0	\$0	\$3,200,910	\$185,000	\$1,268,500	\$0
Plant and equipment									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$715,000	\$0	\$715,000	\$0	\$0	\$477,500	\$0	\$237,500	\$0
Computers and telecommunications	\$560,000	\$0	\$560,000	\$0	\$0	\$0	\$0	\$560,000	\$0
Total plant and equipment	\$1,625,000	\$0	\$1,625,000	\$0	\$0	\$477,500	\$0	\$1,147,500	\$0
Infrastructure									
Roads	\$6,907,500	\$0	\$6,907,500	\$0	\$0	\$2,566,371	\$0	\$4,341,129	\$0
Bridges	\$550,000	\$0	\$550,000	\$0	\$0	\$50,000	\$0	\$500,000	\$0
Footpaths and cycleways	\$987,000	\$0	\$987,000	\$0	\$0	\$557,000	\$0	\$430,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Total infrastructure	\$9,544,500	\$0	\$9,094,500	\$450,000	\$0	\$3,173,371	\$0	\$6,371,129	\$0
Total capital works expenditure	\$15,823,910	\$0	\$15,373,910	\$450,000	\$0	\$6,851,781	\$185,000	\$8,787,129	\$0

1. Summary of planned capital works expenditure (continued)

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowing \$'000
2020									
Property									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$6,976,149	\$0	\$6,976,149	\$0	\$0	\$5,777,649	\$200,000	\$998,500	\$0
Total property	\$6,976,149	\$0	\$6,976,149	\$0	\$0	\$5,777,649	\$200,000	\$998,500	\$0
Plant and equipment									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$0	\$230,000	\$0
Computers and telecommunications	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Total plant and equipment	\$930,000	\$0	\$930,000	\$0	\$0	\$0	\$0	\$930,000	\$0
Infrastructure									
Roads	\$6,100,000	\$0	\$6,100,000	\$0	\$0	\$1,245,686	\$0	\$4,854,314	\$0
Bridges	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Footpaths and cycleways	\$425,000	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$450,000	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000	\$0
Total infrastructure	\$8,075,000	\$0	\$7,625,000	\$450,000	\$0	\$1,245,686	\$0	\$6,829,314	\$0
Total capital works expenditure	\$15,981,149	\$0	\$15,531,149	\$450,000	\$0	\$7,023,335	\$200,000	\$8,757,814	\$0
2021									
Property									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$7,134,961	\$0	\$7,134,961	\$0	\$0	\$5,822,461	\$250,000	\$1,062,500	\$0
Total property	\$7,134,961	\$0	\$7,134,961	\$0	\$0	\$5,822,461	\$250,000	\$1,062,500	\$0
Plant and equipment									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$0	\$230,000	\$0
Computers and telecommunications	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Total plant and equipment	\$930,000	\$0	\$930,000	\$0	\$0	\$0	\$0	\$930,000	\$0
Infrastructure									
Roads	\$6,100,000	\$0	\$6,100,000	\$0	\$0	\$2,850,000	\$0	\$3,250,000	\$0
Bridges	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Footpaths and cycleways	\$425,000	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$450,000	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000	\$0
Total infrastructure	\$8,075,000	\$0	\$7,625,000	\$450,000	\$0	\$2,850,000	\$0	\$5,225,000	\$0
Total capital works expenditure	\$16,139,961	\$0	\$15,689,961	\$450,000	\$0	\$8,672,461	\$250,000	\$7,217,500	\$0

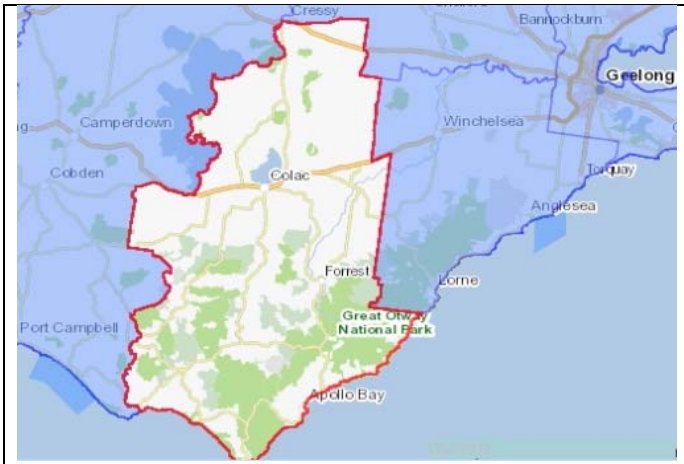
2. Summary of planned human resources expenditure

Summary of Planned Human resources	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
Staff Expenditure				
Chief Executive office	\$795,868	\$811,785	\$836,139	\$861,223
Corporate Services	\$3,667,989	\$3,741,349	\$3,853,589	\$3,969,197
Development and Community Services	\$7,026,301	\$7,166,827	\$7,381,832	\$7,603,287
Infrastructure and Leisure Services	\$7,299,320	\$7,445,306	\$7,668,666	\$7,898,726
Disaster Recovery	\$192,237	\$0	\$0	\$0
Total Staff Expenditure	\$18,981,715	\$19,165,268	\$19,740,226	\$20,332,432
	EFT	EFT	EFT	EFT
Staff Numbers				
Chief Executive office	5.8	5.8	5.8	5.8
Corporate Services	39.1	39.1	39.1	39.1
Development and Community Services	77.1	77.1	77.1	77.1
Infrastructure and Leisure Services	97.2	97.2	97.2	97.2
Disaster Recovery	4.7	0.0	0.0	0.0
Total Staff Numbers	223.8	219.1	219.1	219.1

ORDINARY COUNCIL MEETING
**ADOPTION OF THE
 2017/18 ANNUAL BUDGET**
 OM172806-2

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Trevor Olsson
OFFICER	Daniel Fogarty	DEPARTMENT	Corporate Services
TRIM FILE	F16/6678	CONFIDENTIAL	No
ATTACHMENTS	1. Colac Otway Shire Council Budget Report - 2017/18		
PURPOSE	To present the 2017/18 annual budget for Council's consideration and adoption		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

Under the *Local Government Act 1989*, Council is required to prepare and adopt an annual budget by 30 June each year. It is also important for the budget to be adopted as early as practicable to enable the organisation to be appropriately funded to deliver Council's services to the community.

This report forms part of the statutory process for the adoption of the 2017/2018 Budget.

Please note the following minor changes have been made to the budget document since it was put out for Public submission after April's Ordinary Council meeting. These changes do not represent a material change to the budget document and therefore under s128(1) does not require a re-submission of the budget document for a new public review process:

Summary of Budget Adjustments post public submission process	
Description of Change	Budget Document Impacts
In the strategic Resource plan (SRP), the statement of human resources incorrectly forecast for disaster recovery staff to remain in the Council budget during the 2019, 2020 & 2021 financial years, this has been altered to reflect those headcount and associated employee costs being removed.	These changes impacts only the SRP periods in the budget document. However it impacts these periods for all reports (except the Statement of capital works) and various associated schedules.
In the May budget the government announced it will be prepaying 50% (approximately) of the Federal Assistance Grants for 2017/2018 in 2016/2017. We received confirmation of the specific amount (and the funds) in early June and therefore we needed to amend the budget to reflect this.	As the prepaid amount in 2016/2017 has been sent to a reserve to be released in 2017/2018 it does not impact the funding of the Council however it has various accounting impacts in the various financials (again excluding statement of capital works) such as decreasing the forecast operating surplus from \$10.66m to \$7.54m and the adjusted underlying surplus from \$3.24m to \$0.12m.
Fees & Charges Schedule has been updated for any published changes in statutory Fines and Penalties set by the State or Federal Government. We have also deleted any duplicated fees.	This only impacts Appendix A of the budget document (Fees and Charges schedule), there are no budgetary impacts forecast.

3. RECOMMENDATION

That Council:

- 1. Having considered all submissions received, adopts the 2017-2018 Budget annexed to this resolution as Attachment 1 in accordance with section 130 of the Local Government Act 1989 (the Act).***
- 2. Notes that submissions received which are not included in the 2017/18 Budget will inform Council's budget deliberations in 2018/19.***
- 3. Authorises the Chief Executive Officer to:***
 - 3.1 Give public notice of this decision to adopt the 2017-2018 Budget, in accordance with section 130(2) of the Act;***
 - 3.2 Forward a copy of the adopted Budget to the Minister for Local Government, in accordance with section 130(4) of the Act;***
 - 3.3 Make available a copy of the adopted Budget at the Rae Street Office and the Apollo Bay Customer Service Centre for public inspection in accordance with section 130(9) of the Act; and***
 - 3.4 Thank persons making submissions to the budget for their submission and advise them of the outcome of the budget decision by writing to each person who made a submission.***

4. Intends to raise the following amount:

An amount of \$ 29,217,135 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount that Council intends to raise by general rates (described later in this resolution), municipal charge and service (Waste Management) charges, which is calculated as follows:

Category	Income
General Rates	\$ 23,714,195
Municipal Charge	\$ 2,632,958
Annual Service (Waste Management) Charges	\$ 2,869,982
TOTAL	\$ 29,217,135

5. Declares a general rate in respect of the 2017-2018 Financial Year.

5.1 It be further declared that, consistent with Council's Rating Strategy 2013-2017 and having regard to the considerations outlined in the Budget for the 2017-2018 Financial Year, the general rate be raised by the application of differential rates.

5.2 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

5.2.1 Residential Land – Colac, Colac East, Colac West or Elliminyt

Any land whether vacant or built upon, which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned in the Colac Otway Planning Scheme for commercial or industrial use and which does not have the characteristics of:

5.2.1.1 Rural Farm Land;

5.2.1.2 Holiday Rental Land; or

5.2.1.3 Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

5.2.2 Residential Land - Balance of Shire

Any land whether vacant or built upon which is not located in Colac, Colac East, Colac West or Elliminyt that:

does not have the characteristics of:

5.2.2.1 Rural Farm Land;

5.2.2.2 Holiday Rental Land;

5.2.2.3 Commercial/Industrial Land – Balance of Shire

5.2.3 Rural Farm Land

Any land within Council's municipal district which constitutes "Farm Land" as defined by Section 2 of the Valuation of Land Act 1960 and is zoned to allow land to be used for rural and/or farming purposes.

5.2.4 Holiday Rental Land

Any land that contains a dwelling, cabin or house or part of a house that:

5.2.4.1 *is used for the provision of holiday accommodation for the purpose of generating income; or*

5.2.4.2 *is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner,*

Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi-unit developments and the like.

5.2.5 Commercial/Industrial Land - Colac, Colac East, Colac West or Elliminyt

Any land which is located in Colac, Colac East, Colac West or Elliminyt which:

does not have the characteristics of:

5.2.5.1 *Rural Farm Land;*

5.2.5.2 *Residential Land – Colac, Colac East, Colac West or Elliminyt; or*

5.2.5.3 *Holiday Rental Land; and*

is used primarily for:

5.2.5.4 *the sale of goods or services;*

5.2.5.5 *other commercial purposes; or*

5.2.5.6 *industrial purposes,*

or which is vacant but zoned in the Colac Otway Planning Scheme for commercial or industrial use.

5.2.6 Commercial/Industrial Land - Balance of Shire

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

5.2.6.1 *Rural Farm Land;*

5.2.6.2 *Residential Land – Balance of Shire; or*

5.2.6.3 *Holiday Rental Land; and*

is used primarily for:

5.2.6.4 *the sale of goods or services;*

5.2.6.5 *other commercial purposes; or*

5.2.6.6 industrial purposes

or which is vacant but zoned in the Colac Otway Planning Scheme for commercial or industrial use.

5.3 Each differential rate will be determined by multiplying the Capital Improved Value of each piece of rateable land (categorised by the characteristics described in Clause 4.2 of this Resolution) by the relevant rate in the dollar indicated in the following table:

Rating Category	Rate in the dollar of CIV
<i>Residential- Colac, Colac East, Colac West, Elliminyt</i>	<i>0.004422</i>
<i>Residential- Balance of Shire</i>	<i>0.003759</i>
<i>Rural- Farm</i>	<i>0.003405</i>
<i>Holiday Rental</i>	<i>0.004422</i>
<i>Commercial/Industrial - Colac, Colac East, Colac West, Elliminyt</i>	<i>0.007297</i>
<i>Commercial/Industrial- Other</i>	<i>0.006191</i>

5.4 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:

5.4.1 the respective objectives of each differential rate be those specified in section 7.12 of the 2017-2018 Budget Document;

5.4.2 the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this resolution;

5.4.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Colac Otway Shire Rating Strategy 2013-2017; and

5.4.4 the relevant:

5.4.4.1 uses of;

5.4.4.2 geographical locations of;

5.4.4.3 Colac Otway Planning Scheme zoning of; and

5.4.4.4 types of buildings on

the respective types or classes of land be those identified in Council's Rating Strategy 2013-2017.

6. Declares a Municipal Charge for the 2017-2018 Financial Year to cover some of the administrative costs of the Council in the amount of \$184.64 per annum for each rateable property in respect of which a municipal charge can be levied.

7. Declares the following Annual Service (Waste Management) Charges for the 2017-2018 Financial Year:

7.1 An Annual Service (Waste Management) Charge of \$298 per annum be declared for all:

- 7.1.1 land used predominantly for residential or commercial purposes to which a weekly waste collection and disposal service is provided or made available; and*
 - 7.1.2 other land to which a weekly waste collection and disposal service is provided.*
 - 7.2 An Annual Service (Waste Management) Charge of \$198 per annum be declared for all:*
 - 7.2.1 land used predominantly for residential or commercial purposes to which a fortnightly waste collection and disposal service is provided or made available; and*
 - 7.2.2 other land in respect of which a fortnightly waste collection and disposal service is provided.*
- 8. Allows the general rates, Municipal Charge and Annual Service (Waste Management) Charges to be paid in accordance with section 167 of the Act by four instalments due on or before:*
 - 8.1 30 September 2017;*
 - 8.2 30 November 2017;*
 - 8.3 28 February 2018; and*
 - 8.4 31 May 2018*
- 9. Requires any person to pay interest at the maximum rate calculated in accordance with section 172(2) of the Act on any amounts of rates and charges which:*
 - 9.1 that person is liable to pay; and*
 - 9.2 have not been paid by the date specified for their payment.*
- 10. Authorises the General Manager Corporate Services, Manager Financial Services and the Revenue Co-ordinator to levy and recover the general rates, Municipal Charge and Annual Service (Waste Management) Charges in accordance with the Act.*
- 11. Adopts the User Fees and Charges Schedule 2017/18 as listed in Appendix A of the 2018 Budget Document.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The submissions were received and noted at the Special Council meeting 14 June 2017.

Following the initial preparation of the Proposed 2017/2018 Annual Budget by Council and having considered all submissions received from the community, and having complied with all relevant sections of the Act, Council is now in a position to consider adoption of the proposed 2017/2018 Annual Budget.

Also, in accordance with section 130 (2) and 130 (4) of the Act, Council will give public notice of its decision and forward a copy of the Annual Budget to the Minister for Local Government by **30 June 2017**.

The proposed Budget is an essential planning and resource tool produced by Council each year and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure of both operational and capital activities for the coming year and also incorporates Council's current rating strategies.

The Budget is a major component in ensuring the accountability of Council's operations and in line with good governance it forms part of the public accountability process and reporting that includes:

- The Council Plan
- The Strategic Resource Plan
- The Annual Budget
- Internal and External Audit
- Annual Report.

The Budget appended to this report provides detailed information with regard to major impacts for 2017/2018. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

The budget proposal is for an increase in the average rates and charges, per assessment, of 0.63%.

This increase enables Council to continue to deliver existing services and deliver a number of key initiatives and projects however the choice to increase below the prescribed rating cap reflects Council's commitment to balancing spending requirements with community capacity to pay. The proposed Budget is also designed to deliver an operating surplus to fund the capital work activities of Council.

Budget 2017/2018 – Summary

The Budget 2017/2018 is appended to this report. The Budget is considered to be prudent and responsible and will ensure that Colac Otway Shire Council remains in a sustainable, low-risk financial position for 2017/2018.

Key highlights of the Budget include:

- Increase in the average rate of 0.63% (excluding waste collection charges) equating to 21 cents per week – the lowest rate rise in the history of the Shire.
- Reducing the Rural Farm Rate differential from 79% to 77% results in a reduction in rates from 2016/2017 levels.
- No changes to current service levels.
- Reduced operating costs.
- The delivery of a significant capital works program totalling \$21.64 million. Of this \$12.31 million will be spent on renewing our community's existing assets, with a further \$1.57 million spent on upgrading our assets to improve community services
 - \$5.1 million for road reconstruction, re-sheeting, re-sealing and safety upgrades
 - \$3.28 million Major Bushfire and flood recovery capital works totalling \$3.28m
 - \$1.06 million landslip restoration work
 - \$3.09 million for the Apollo Bay kindergarten relocation to the P12 College
 - \$1.08 million for Winifred Nance Kindergarten building upgrade.
 - \$700,000 Queen Street Upgrade
 - \$500,000 to implement the Lake Colac masterplan in line with council's commitment and the community priorities identified at the recent local council elections.
 - \$181,057 for recreational facility improvements, including the redevelopment of netball facilities at the Irrewarra Beeac Recreation Reserve
- The continuation of the additional Green waste collections across the entire Shire for all residents receiving a kerbside collection service to coincide with the start of the fire season
- The delivery of an underlying surplus
- No new borrowings

KEY INFORMATION

Infrastructure Renewal

The Budget maintains Council's focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we do spend.

The 2017/2018 Budget includes \$12.31 million for Asset Renewal. This amount meets the requirements of the Council resolution of 26 February 2014:

"The sum of the renewal expenditure to be not less than 100% of depreciation, where renewal expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time."

Through Council's financial discipline and responsible decision making, Council will continue allocating funds needed to meet our infrastructure renewal target, providing a more sustainable base for Council's long-term operations.

Services and facilities

The growth in services and facilities over the past decade is seen as a positive for the Colac Otway Shire. Council has prepared a Budget for the 2017/2018 financial year which seeks to balance the demand for services and infrastructure with affordability. Any increases have been carefully considered against Council's obligations to deliver existing services and to meet Council's statutory and regulatory obligations.

Note the 2017/2018 Council budget includes provisions for the commencement of service reviews as a part of a program of works which Council views as representing sound Financial Management practice.

Capital Works and other Projects

The 2017/2018 Budget includes a number of projects. They include:

- \$5.1 million for road reconstruction, re-sheeting, re-sealing and safety upgrades
- \$3.28 million Major Bushfire and flood recovery capital works totalling \$3.28m
- \$1.06 million landslip restoration work
- \$3.09 million for the Apollo Bay kindergarten relocation to the P12 College
- \$1.08 million for Winifred Nance Kindergarten building upgrade.
- \$700,000 Queen Street Upgrade
- \$500,000 to implement the Lake Colac masterplan in line with council's commitment and the community priorities identified at the recent local council elections.
- \$181,057 for recreational facility improvements, including the redevelopment of netball facilities at the Irrewarra Beeac Recreation Reserve

The total new project Capital Works in the proposed budget is \$19.97 million with a further approximately \$1.67 million of capital projects carried forward from 2016/17 giving a total capital works program for 2017/18 of \$21.64 million. With Council's budgeted depreciation being \$9.43 million this covers the ratio of 150% as per the resolution from 26 February 2014 Council Meeting;

"Capital replacement expenditure to be not less than 150% of depreciation where capital replacement expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time."

Reserve Transfers

The maintenance of Council Reserves are a key management tool in ensuring there is clear oversight and control over the utilisation of available funding. Council utilise many special-purpose reserves to ensure key expenditure is funded through appropriate channels. The following are some of the more key reserve transfers that are budgeted for in the 2017/2018 budget but it is not an exhaustive list. Please note these transfers, for accounting purposes are an appropriation of Operating Surplus hence the significant Operating surplus (\$7.542m) in the Comprehensive Income Statement in the attached Budget document.

Long Service Leave Reserve

During 2012/2013 Council received a call from the industry superannuation fund to maintain the liquidity of the Defined Benefits Superannuation scheme. This call of approximately \$3.18 million was paid during the 2012/2013 period. To pay that largely unexpected call, Council reduced the works programme for 2012/2013 and utilised funds set aside for employee Long Service Leave.

Council has committed to repay the employee Long Service Leave reserve within eight (8) years and the proposed budget includes an amount of \$159,482 to continue this.

Saleyards Reserve

It is standard management practice each year that net surpluses generated from the Colac Regional Saleyards are transferred into a special reserve used to fund any future deficits or future capital expenditure.

This practice is a key process in ensuring the long term sustainability of the operations and ensures the business is self-sufficient and doesn't require any rates funding to remain viable. We have once again transferred any surplus in 2017/2018 to this reserve.

Landfill Rehabilitation Reserves

In addition to maintaining the statutory provisions for Landfill rehabilitation we have again set aside funding of \$200,000 in 2017/2018 for future rehabilitation of the Landfill's Council will be responsible to rehabilitate in the future.

Kerbside Bin Replacement Reserves

Management has once again allocated to the Kerbside Bin Replacement Reserve in the budget a small forecast surplus to be generated in the Waste Management area. These surpluses are utilised in the future for any major operational or capital projects in the Waste Management area ensuring all monies collected via Kerbside Bin Collection and Transfer station fees are utilised solely for this purpose.

Loan Borrowings

The budget for 2017/18 allows for no new borrowings to be made in line with our strategy of minimising Council borrowings. Council is budgeting to repay \$0.60 million in loan principal during 2017/18.

Rating and Valuations

Council's total rates and charges will increase to \$29.44 million to enable the delivery of services and infrastructure to the community. The budget proposal is for an increase in the average rates and charges of 0.63% for the 2017/2018 financial year.

The average rates for 2017/2018 (including Waste collection) are forecast to be \$1,931, being \$14.67 or \$0.2822 per week increase on 2016/2017 base average rates (under the rate capping calculation).

The approach proposed for adoption involves every assessment increasing by 1.2%, we will then decrease the Rural – Farm rating category from 79% to 77% of the Colac Residential rate. Depending on the size of the value of the specific Rural – Farm assessment it is expected on average these assessments rates will decrease by an amount ranging from 0.70% to 1.33%.

This has been a very difficult and complex issue for Council to address and we believe we have struck a fair balance between the infrastructure funding requirements of our community and the capacity to pay issues driven by economic crises, perceived inequities in the application of prescribed rating methodologies and other challenges experienced in our community currently.

Waste Charge

The kerbside collection charge has been reviewed in the light of service costs. It is proposed to increase the kerbside collection charge as follows:

- Weekly charge has increased from \$292 to \$298
- Fortnightly charge has increased from \$194 to \$198.

Submissions

Council received 25 submissions from 18 individuals. Councillors have been provided with copies of the submissions received.

A summary of the matters raised in the submissions and officer comments are as follows:

THEME 1 – RATING ARRANGEMENTS		
Submitter	Submission Details	Officer Comments
<u>Submitter 1</u>	Query regarding the legality of the budget as submitter believes the municipal charge isn't listed in the Fees and Charges Schedule. Submitter also asserts this charge wasn't included in the 2016-17 Budget in the Fees and Charges area.	The Municipal charge is listed in section 7.6 showing a Municipal charge in 16/17 of \$182.45 and proposed Municipal charge in 17/18 of \$184.64.
<u>Submitter 1</u>	Discussion around the proposed changes to the valuation model outlined in the State government budget.	2017/18 is a revaluation year, therefore all costs have been provided for included in the draft budget. There may be additional costs in subsequent years however the details are not yet known. Council will be required to adjust accordingly.
<u>Submitter 1</u>	Are the proposed works and charges contained in Council's proposed budget firm or are those subject to amendment due to the states cost shifting onto Council's contained in the current budget produced in state parliament. Including extra expenses as a result of annual revaluations to be taken over by state Valuer general's office. When to obtain details councils will have to pay the government prior to being able to calculate it's rates etc. Comments have been coming out from the MAV president and other Council's objecting to this move.	2017/18 is a revaluation year, therefore all costs have been provided for included in the budget. There may be additional costs in subsequent years however the details are not yet known. Council will be required to adjust accordingly.

<u>Submitter 1</u>	<p>Query regarding the increases to the following –</p> <p>a: Rates</p> <p>b: Garbage Collection Fee</p> <p>c: Municipal Fee</p> <p>Submitter believes that we have not included the municipal charge in any of our reporting on rates increases</p>	<p>The movements in rates per category are detailed in Section 7 of the Budget document. The increase in average rates stated in the budget document of 0.63% includes both municipal charge and general rates as per the legislated rate capping calculation. As stated in sections 7.8 & 7.9 of the budget document, the garbage collection fee will increase by 2% in keeping with Colac Otway Shire's commitment to cost recovery of this service.</p>
<u>Submitter 1</u>	<p>Has council made any special allowance in the 2017/18 budget if property owners are unable to meet council rates and charges when due? During recent months, financial organisations have increased loan interest a number of times on new and existing loans. When most purchases include loan funds each increase in interest reduces available funds for other purposes.</p>	<p>Council provides a hardship application process for those ratepayers that are struggling to meet their rates obligation.</p>
<u>Submitter 1</u>	<p>What portion of the increased rates and charges for 2017-2018 budget year is a direct result of reclassification of properties from</p> <p>(a)(i) farming to residential</p> <p>(a)(ii) farming to industrial/commercial</p> <p>(b) NAV to capital improved value</p> <p>(c) Others changed to residential or industrial/commercial</p> <p>(d) any other changes like from single dwelling to multiple units/flats. Since land reclassification from farm to residential or industrial/commercial would reduce discount on rates and higher rating. Plus add extra charges for (a) garbage collection fees & (b) increased municipal fees on a given area of land. Plus change from single dwelling to multiple dwellings would increase both garbage and municipal fees.</p>	<p>Changes to rating categories are rare. Generally residential properties remain residential properties, commercial properties remain commercial etc . When a change of land use does occur that warrants a change to the rating category, a change to the Australian Valuation Property Classification Code (AVPCC) allocated to the property is required (to reflect the new use). This necessitates a Supplementary Valuation to be done, which may or may not result in a change of valuation and rates levied. The amount of rates and charges budgeted to be raised for 2017-18 is 0.63% more than the amount raised for 2016-17. The total amount to be raised reflects the anticipated net operating costs of Council for the forthcoming (ie: 2017-18) financial year. Included in the budget projections is an estimate of additional income to be derived from Supplementary valuations throughout the forthcoming financial year. This estimate is an aggregate estimate based on total income from supplementary valuations received in previous financial years and expectations for the forthcoming year. An aggregate estimate is used as the number of supplementary valuations per rating</p>

		category and any shifts between rating categories that will occur in 2017-18 are unknown when the budget is prepared. The total estimated supplementary rates revenue therefore effectively means less has to be raised from the annual levying of rates and charges, which determines the quantum of the rates revenue increase (in this case 0.63%). Therefore, the information requested is not able to be provided.
Submitter 4	<p>The submission details where perceived inequities exist in the current legislated rating system when applied to the farming industry. The following are key points relating to the draft 2017/18 Budget:</p> <ol style="list-style-type: none"> 1. The difficulties experienced within the industry in particular for dairy farmers 2. The inequities of a property value based tax 3. Rates on farm land should be abolished -citing the UK model as evidence 4. On average each farm has four assessments 5. The submitter recommends a Rural – farm differential of 70% 6. The submission provided data comparing Colac Otway’s differential in comparison to other Victorian Councils (showing COS around the middle point) 	<ol style="list-style-type: none"> 1. The budget includes a 2% drop in the rural – farm differential to 77% 2. The use of valuations as the basis of determining rates is a legislative requirement of Council’s throughout Victoria 3. We are unaware of such an exemption in the UK, however given these ratepayers utilise some of the services and assets provided by Council we would not advocate this approach 4. In the absence of our own data to confirm this assertion we accept the notion put forward by the submitter there is on average four assessments per farming business. Given rates are a function of valuation not number of assessments we believe this is of less relevance than the total valuation of a farm businesses land. 5. The budget includes a 2% drop in the rural – farm differential from 79 % to 77%. The financial impact of a further decrease in a farm differential would be significant. Other ratepayers would be required to absorb such an increase which may have an unreasonable impact. For Council to absorb a further decrease in 2017/18 without redistributing the rates obligation would result in almost \$10m lost revenue over 10 years (under a rate capping environment) which is not sustainable. 6. Noted. Colac Otway is comparable when compared to comparable shires.
Submitter 5	The submitter expressed support for the draft budget and no request was made.	Noted

<p><u>Submitter 14</u></p>	<ol style="list-style-type: none"> 1. Queries the expected policy outcomes of rate increase of 0.63% compared to a 2% increase 2. Holiday rental rate differential – does this generate revenue to fund tourism related infrastructure? 3. Rate levels and differentials are not benchmarked against other councils in the draft. Doing this could assist transparency. 4. The policy around the 0.63% rate increase. It is asked what council could be exposed to due to this rise. Are there any risks to the financial sustainability, council’s reputation and the sustainability? 5. If council should increase the rate to the cap of 2% the additional 1.37% (\$360,000) could this be used to address concerns in the coastal areas? 	<ol style="list-style-type: none"> 1. Councils budget is tailored so that its services and spending fit within the 0.63% rate increase that has been advertised in the 2017/18 Budget. 2. All rates (irrespective of the source) are collected as consolidated revenue and used to fund Council services and responsibilities across the entire municipality including tourism infrastructure. 3. As all councils are vastly different in their rating structures benchmarking against other councils could be misleading. This is due to the amount of rateable properties and the differentials that are being applied. Even when comparing similar sized councils this could give misleading information. 4. Council will have to tailor its spending and services to reduce and mitigate any risk to its sustainability and reputation. 5. Any council increase would need to be allocated on the basis of project priority rather than to a specified area of the shire.
<p><u>Submitter 15</u></p>	<ol style="list-style-type: none"> 1. Suggests improvements to the presentation of the Budget document so that it is easier to read for the general public. 2. Comments relating to return on asset ratio, employee costs, corporate costs 3. What is included in Other Expenses item? 4. What is relationship between Materials and Services and Capital Works? 5. Comments on the presentation of the model budget with suggestions that areas of works be shown spatially and include details of funding, project etc. 6. IT services with comments regarding the options for Open 	<ol style="list-style-type: none"> 1. The model budget is a statutory document which is issued by the State Government. Council is always working to try to improve the transparency and accessibility of its documents and notes the general feedback. 2. The return on asset ratio is sustainable at the 20.4% as quoted. Employee costs include all benefits and associated costs (ie super, insurances etc.).Significant effort has been made to reduce operating costs which is evidenced in the reduction in the Materials and Services budget. Additionally, many corporate functions are required for statutory purposes. 3. Other expenses includes but is not

	<p>Source software rather than the current licencing arrangements. Making the GIS more user friendly and flexible. And if IT services are done in-house or outsourced.</p>	<p>limited to Advertising, Public Liability Insurance, Community Grants, Councillor Allowances, Audit Services and Motor Vehicle Registration.</p> <ol style="list-style-type: none"> 4. As the capital works relates to an asset it is directly sent to the Balance Sheet these are not shown in the Comprehensive Income Statement. 5. As the Model Budget is a Statutory Document making material changes like including spatial data may result in the document not conforming with the Local Government Act. Along with this there would need to be dedicated resources to administer this request. 6. Colac Otway Shire Council maintains a comprehensive and integrated suite of software systems, including but not limited to: <ul style="list-style-type: none"> • Customer Relationship Management (CRM) • Electronic Document and Record Management System (EDRMS) • Meeting and Agenda development software • A suite of business management functions that underpin each business unit – i.e. Finance, Payroll, Building, Planning, Health, etc. <p>The effective operation of the above and many more contemporary software tools rely heavily on integration; software and database links between applications. This negates duplication, inefficiencies, and effectively provides ‘one point of truth’ for organisational, and indeed public, information access.</p> <p>There are limited to no alternative Open Source local government suites available that are suitable. Microsoft Office and similar are standard around the world, and highly integrates with the systems detailed above.</p> <p>Free Open Source solutions often do no offer structured support that supports this organisations’ Business Continuity and Disaster Recovery requirements.</p>
<p>Submitter 16</p>	<ol style="list-style-type: none"> 1. The submission outlines concerns regarding the impact a lower rate rise will have on the future sustainability of the Shire in terms of asset renewal, maintenance and 	<p>The Budget has been developed to limit the impact on the financial sustainability.</p> <p>The Budget seeks to strike a fair balance of rates between the different groups of</p>

	<p>calls on the Defined Benefit Superannuation Scheme.</p> <p>2. The submission states that the median income in Colac is \$30,000 and that community members face every day financial challenges. It argues that the current discount of 21% given to the farm sector is sufficient and compares this discount to that offered in Corangamite Shire of 9%.</p>	ratepayers.
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THEME 2 – REQUEST FOR FUNDING

Submitter	Submission Details	Officer Comments
<u>Submitter 2</u>	Requests \$80-\$100k for the development of an arts hub in Apollo Bay.	Council acknowledges the fantastic role Apollo Bay Arts Inc. plays in facilitating and supporting the arts community within the Apollo Bay district. The proposal to develop a space for a resident art in Apollo Bay has merit however currently lacks strategic justification. Council has commenced the development of a new Arts and Culture Strategy which will provide Council with a strategic framework for the ongoing provision of services in arts, heritage and culture area. It will also provide direction on Council's role in the delivery of arts and culture services. Recommend completion of Arts and Culture Strategy before committing to the development of facilities or spaces such as those requested by Apollo Bay Arts Inc.
<u>Submitter 1</u>	Following the lifting of the freeze on federal funds to Council in the proposed 2017/2018 year does Council propose to review and bring forward any works postponed or cancelled when preparing it's 2017/2018 budget of what it proposes to do.	The lifting of the freeze related to the indexation aspect of Federal Assistance grants. The final value of the indexation is not known at this time. There are no changes to the project list.
<u>Submitter 6</u>	Requests commitment to funding a bus parking strategy for Apollo Bay and other coastal towns and implementation in 2018/19 (irrespective of whether external government grants are received). This one initiative is highlighted (from many potential tourism driven issues) because bus parking is clearly a COS	Council is committed to improving facilities for bus parking and parking in general both in Apollo Bay and all along the coast. Council currently has \$75k from the 2016/17 budget set aside as Council's contribution toward a grant for a coastal parking strategy under the Federal Government's Building Better Regions funding. If Council is successful it

	responsibility and there is no scope to muddy the waters by involving the OCC in the strategy - though 'their' land could help in delivery.	will immediately commence community consultation toward finalising the strategy in 2017/18. If the grant application is unsuccessful a strategy will still be delivered however with a reduced scope to match Council's funding capability. Parking, specifically bus parking, around Apollo Bay would be one of the highest priorities of the strategy.
<u>Submitter 7</u>	Detailed submission emphasising the importance to the community of the proposal for a shared path from Colac to Cororooke as part of the Colac 2050 plan (as evidenced by the petition included in 26/4/17 agenda). Requests that \$30,000 be allocated for a feasibility study.	Funding of \$30,000 for the feasibility study is not currently included in the 2017/18 budget. Council is committed to supporting the community in investigating external funding opportunities for the feasibility study in the first instance. Should external funds not be realised, Council may consider a budget allocation in future budget years.
<u>Submitter 8</u>	Requests the \$1.5m funding of footpaths and cycle ways be utilised for: 1) The next stages of the already complete footpath from Coragulac to the northern end of Cororooke namely to link that path to the crossroads with a concrete path and then to extend to the red rock theatre and gallery. 2) Endorsement of Submitter 7's proposal for funding a feasibility study into a path from Colac and Cororooke.	Council acknowledges the health and social benefits of infrastructure that encourages and facilitates physical activity, particularly walking and cycling. The 2017-18 Budget includes funding for the maintenance and extension of our footpath network (\$525,000) as well as the maintenance of the Old Beechy Rail Trail (\$40,000). External grants for cycling were specific to the Forrest Mountain Bike Trails Network, with Council receiving recent notification that its grant application was unsuccessful. In regards to the extension of the Cororooke footpath network, this will be considered through the Footpath Extension Program and will be assessed against other priorities identified in Council's relevant footpath strategies. Funding of \$30,000 for the feasibility study is not currently included in the 2017/18 budget. Council is committed to supporting the community in investigating external funding opportunities for the feasibility study in the first instance. Should external funds not be realised, Council may consider a budget allocation in future budget years.
<u>Submitter 10</u>	Expresses support for the concept raised by Submitter 7 for a path between Colac to Cororooke and for the request of \$30,000 for a feasibility study.	Funding of \$30,000 for the feasibility study is not included in the 2017/18 budget. Council is committed to supporting the community in investigating external

		<p>funding opportunities for the feasibility study in the first instance. Should external funds not be realised, Council may consider a budget allocation in future budget years.</p>
<u>Submitter 11</u>	<p>Expresses support for the concept raised by Submitter 7 for a path between Colac to Cororooke and for the request of \$30,000 for a feasibility study.</p>	<p>Funding of \$30,000 for the feasibility study is not included in the 2017/18 budget. Council is committed to supporting the community in investigating external funding opportunities for the feasibility study in the first instance. Should external funds not be realised, Council may consider a budget allocation in future budget years.</p>
<u>Submitter 12</u>	<ol style="list-style-type: none"> 1. Seeks funding for the needs of Apollo Bay and district for items such as better toilet facilities, bus parking, foreshore improvements and the Apollo Bay to Skenes Creek Trail 2. Calls for the development of an Apollo Bay Business Precinct Plan to align with the Apollo Bay Foreshore Master Plan being developed by the Otway Coast Committee and planned for completion in 2017. 	<ol style="list-style-type: none"> 1. Funding has been sought for a Tourism Infrastructure Strategy for Colac Otway Shire. This Strategy is contingent on funding through the Federal Government Building Better Regions Fund, would involve working with stakeholders to generate solutions to the infrastructure issues facing tourism across our Shire, including Apollo Bay. The Strategy could then be used to seek funding from other levels of government as well as prioritise Council infrastructure works. Council will work with our partners to ensure a coordinated, cross boundary approach to services and infrastructure provision. Many of the issues included in the submission such as bus parking and toilet facilities would be considered in the Strategy. 2. An Apollo Bay Business Precinct Plan is included in the budget. It could be considered by Council as a possible project for the 2018/19 budget year given the OCC Master Plan will not be finished until later in 2017.

<p><u>Submitter 13</u></p>	<p>The submission gives background on the increased tourism demand at Kennett River and the impact that it is having on the township and the environment.</p> <p>Requests action on infrastructure, approval of a \$25,000 STIP grant application, a \$30,000 Master Plan for Kennett River, parking enforcement, gazettal of roads on DELWP land and improved parking.</p>	<p>Funding has been sought for a Tourism Infrastructure Strategy for Colac Otway Shire. This Strategy is contingent on funding through the Federal Government Building Better Regions Fund, would involve working with stakeholders to generate solutions to the infrastructure issues facing tourism across our Shire, including Kennett River. The Strategy could then be used to seek funding from other levels of government as well as prioritise Council infrastructure works. Council will work with our partners to ensure a coordinated, cross boundary approach to services and infrastructure provision.</p>
<p><u>Submitter 15</u></p>	<p>Comment on the Community Grants Program that as council has budgeted for a surplus that the programme would get a 10% increase across the grants.</p>	<p>The amount provided through the Community Grants Program is reviewed on an annual basis. In relation to the surplus amount quoted, the surplus stated does not include the allocation of that surplus, note that the entire surplus has already being allocated to fund either our capital works program or the reserving of funds as required. The confusion here is a result of the format of reporting we are required to use under the Local Government model.</p>
<p><u>Submitter 15</u></p>	<ol style="list-style-type: none"> 1. <i>The “on-site septic” monitoring program seems to have no mention in the budget. This program missed on funding in 2016-2017 budget. Concerns regarding the consequences of not funding an important program are great including health and pollution/contamination of waterways. Request that funding is added for such a program in the 2017-2018 budget.</i> 2. <i>The community of Forrest has identified “wastewater management” as a priority in a Community Public meeting that was attended by state MP and the Mayor in September 2016. Since then, few steps have been taken towards the realization of the project. Barwon Water has committed \$100,000 towards the investigation. The community expects the Council included in its budget \$20,000 towards “on-site septic audit”.</i> 3. <i>Requests that “Forrest Wastewater</i> 	<ol style="list-style-type: none"> 1. The budget is presented at a level that does not identify specific programs such as the septic monitoring. The 2017-18 budget does include \$20,000 to undertake audits of the systems in Forrest. Council’s Health team is implementing new systems to make resources available to expand the monitoring program in the future and are investigating innovative approaches by other Councils to fund the ongoing monitoring of septic systems. 2. Council has committed to partnering with Barwon Water by conducting septic audits. The \$20,000 required to undertake these audits has been allowed for in the 2017-18 budget. The Forrest Community Working Group has been informed of Council’s commitment to this project. 3. Committing to a reticulation scheme at this time is premature. The Barwon Water and Colac-Otway Shire partnership to investigate wastewater options for Forrest will provide options and a business case

	<i>Reticulation” project gets a budget allocation in 2018-2019 and 2019-2020.</i>	that may be used to apply for funding from all levels of government, including future Council budgets.
<u>Submitter 17</u>	<p>The submitter notes the inclusion of \$250,000 in the draft Budget for Revegetation and Weed Management Plan post fire at Wye/Sep and it is dependent on uncertain grant funding that may take several years to secure.</p> <p>The submitter also expresses concern its inclusion in the Budget may unrealistically raise community expectations and asks what the implications for the budget are if the funding is not found.</p>	<p>The Council Budget includes a proposed State Government grant of \$250,000 for weed control and revegetation works on public land in and around Wye River and Separation Creek that may be provided to Council to administer. Its inclusion was based on the community project plan. To date Council has not received advice this has or will be funded. Council will continue to work with the community to advocate for funding this important work.</p> <p>The state government has however announced \$50,000 to support revegetation on private land. The \$50,000 is being administered by DELWP.</p>
<u>Submitter 17</u>	The submitter requests that some funding in draft Budget be allocated to combat weeds in parks, open space and streetscapes in the fire affected areas of Wye River and Separation Creek. This should be used immediately to manage weeds while a larger grant is sought.	<p>The Budget includes a amount of \$30,000 to manage significant weeds on Council managed land, particularly roadsides, across the Shire.</p> <p>Council will consider priorities in Wye River and Separation Creek as part of the Shire wide assessment of weed control in 2017-18.</p> <p>Council will also re-engage relevant agencies to again seek short term funding support, as was the case in 2016, which secured approximately \$70,000 of which funds are still available for 2017-18.</p> <p>Council will also continue to support the Community Working Group to apply for grants to continue this important works.</p>
<u>Submitter 17</u>	The submitter asks for funding for community flora and fauna events and workshops for the next 3 years, both as community education and wellbeing initiatives.	<p>The 2017-18 budget includes funding to support the Wye River and Separation Creek communities. This is possible through funding from DELWP and DHHS.</p> <p>All community groups have the opportunity to apply for funding from Council’s annual community grant programs to undertake various activities. The community are encouraged to consider applying to these in future years along with the various state and federal grant programs which Council has successfully partnered the Wye and Separation Creek communities to receive funds since the Christmas bushfires.</p>

<u>Submitter 17</u>	The submitter asks that some of the funding allocated to the restoration and improvement of local roads be used to restore local roads and establish a secure link between Wye River and Separation Creek.	Improvements to local roads in Wye River and Separation Creek will be assessed as part of the prioritisation process for all roads across the Shire. The primary vehicle link between Wye River and Separation Creek is via the Great Ocean Road. The reliability of this access has been greatly improved by Vic Roads significant investment in retaining walls and soil nailing.
<u>Submitter 17</u>	The submitter notes an amount of \$6M being granted to Council by state government and notes it is not easily identifiable in the draft Budget. Seeking clarification on how the State Government funding for the reticulated drainage scheme will be allocated.	The notation of \$6M is slightly incorrect as the state has granted \$5.4M with an option for a 10% contingency which would be subject to a future application, if required. The Budget includes new funds for the 2017-18 period however it did not include the likely carry over amount from the 2016-17 budget which is why the full \$5.4M state government funding for the drainage works is not easily identifiable. The utilisation of funding for stormwater drainage will be informed by the design process currently underway. This process will include community consultation which will help set priorities.
<u>Submitter 17</u>	The submitter asks that council support and fund community and individual wellbeing activities for the next 3 years.	The 2017-18 budget includes funding to support the Wye River and Separation Creek communities, including wellbeing activities. This is possible through funding from the DHHS. All community groups have the opportunity to apply for funding from Council's annual community grant programs to undertake various activities. The community are encouraged to consider applying to these in future years along with the various state and federal grant programs which Council has successfully partnered the Wye and Separation community to receive funds since the Christmas bushfires.
<u>Submitter 17</u>	The submitter thanks Council for continuing <i>wyeseconnect</i> on the Council website and the email Community Renewal newsletter and asks that Council support continued funding of these activities.	The 2017-18 budget includes short term funding to support the Wye River and Separation Creek communities, including maintaining the web site page and the Community Renewal newsletter. This is possible through funding from DELWP and DHHS.
<u>Submitter 3</u>	Requests \$60,000 for removal of pine trees on Beal Street, Birregurra stretching between Hopkins Street and Bowden Street as they are in a	Council has engaged an arborist to assess the trees and provide advice on which trees are required to be removed. Identified high risk trees will be removed.

	dangerous state and need to be removed.	Council will continue to work with DELWP and the Golf Club to clarify the ongoing maintenance of these trees.
<u>Submitter 6</u>	<p>Requests support for the development of a business case for the Apollo Bay/Skene's creek coastal discovery trail in 2017/18.</p> <p>The submitter notes a STIP grant will be applied for but in addition it is requested Council lobby and contribute to funding its delivery in conjunction with the State Government. The submitter notes a perceived lack of spending in the 17/18 budget for pathways/cycle ways.</p>	<p>Council supports the development of the Apollo Bay Skenes Creek Coastal Discovery Trail Feasibility Study which will determine the viability of the proposed trail. Council representatives have previously been involved in the scoping of the project and Council is committed to further support from Councillors and/or Council officers in the development of the feasibility study. Council is also coordinating the procurement process for the appointment of a consultant to undertake the project, which equates to a \$3,000 in-kind contribution. Council is not in a position to actively lobby for the development of the proposed trail until the feasibility study has been completed. Council is supportive of the development of walking and cycling opportunities for our community. The 2017-18 Draft Budget includes funding for the maintenance and extension of our footpath network (\$525,000) as well as the maintenance of the Old Beechy Rail Trail (\$40,000).</p>
<u>Submitter 6</u>	<p>Concerns there is a lack of proposed spending in the coastal regions of the shire in the 2017/18 draft budget.</p> <p>Concerns around the equity of spending in the region given the level of rates contributions by ratepayers in this region.</p>	<p>A very significant program of projects and works planned for coastal areas (in addition to the usual operational services, reactive and proactive maintenance works to be included in some of the programme budgets listed (i.e. roads, etc).</p>
<u>Submitter 9</u>	<p>Notes there appears to be very little consideration in the budget for climate change.</p> <p>Requesting a street light curfew from say 10 pm to 5 am and use the money saving from this to replace any electric hot water systems under the shires charge with heat pumps or solar hot water.</p>	<p>Council is undertaking a range of actions to help mitigate and respond to Climate Change. For example, \$200,000 is allocated in the 17/18 budget for a new solar array to be installed on the Colac Joint Use Library and Bluewater Fitness Centre. This work will help Council move towards achieving its Carbon Neutral Target by 2020.</p> <p>Council is also undertaking a substantial amount of work to help respond to the challenges of future climate change. Over the past five years Colac Otway Shire has been leading the Climate Resilient Communities for Barwon South West Project. There is \$110,000 in the 2017/18 budget for this project. The project is helping all ten Council better prepare for the forecast increases in extreme climate events. This has been a</p>

		<p>very large project funded with support from the State Government along with funding all the Councils involved. This project is expected to finish at the end of 2017. Council will be looking for further State Government funding to enable more work to be done in the future on climate adaptation.</p> <p>In addition to the budget allocations mentioned above the resources provided in the budget for Council's Environment Unit to operate will also help mitigate against and adapt to climate through a variety of other means such as revegetation works, and community education programs. These all help to reduce Council's Carbon Footprint and also help our community to do likewise. The staff in the Environment Unit will also pursue, administer and effectively manage the grants we will be looking for from the Australian and State Governments to help us continue to tackle this global problem.</p>
Submitter 18	Request for funding to assist in the building of the Apollo Bay Men's shed. The request also details the community benefits that the Men's shed offers.	Funding is not included in the draft budget. All community groups have the opportunity to apply for funding from Council's various grant programmes to undertake various activities. The community are encouraged to consider applying to these in future years along with the various state and federal grant programs which Council has successfully partnered in the past.
THEME 3 – WASTE MANAGEMENT		
Submitter	Submission Details	Officer Comments
Submitter 1	Reinstatement of the 'Hard Waste Collection' for the Colac urban area.	Due to budget constraints a hard waste collection is not included in 2017-2018 budget. Alternative waste disposal information is available at the customer service centres in Colac and Apollo Bay.
Submitter 12	Improved waste collection in the shopping area of Apollo Bay The submission states that the existing service is inadequate during peak periods.	Council is currently trialling within the current budget some Smart Bins in Apollo Bay which have the ability to accept more waste due to a compactor located inside the bin. We anticipate that the combination of these new bins with the current collection timetable will greatly improve the situation faced by the community.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Pursuant to Section 129 of the Local Government Act, Council is required as soon as practicable after the completion of a draft annual budget to put the document out for public exhibition and invite public submissions for a period of not less than 28 days. In keeping with Colac Otway Shires policy in recent years, the draft budget was exhibited for 5 weeks.

Council also conducted two highly successful pop-up information sessions during the exhibition period. These sessions were held outside Target in Colac and outside Apollo Bay bakery Apollo Bay, and were very well attended by members of the community.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The 2017/2018 Budget has been prepared in line with the Council Plan and is guided by priorities outlined in key strategic documents - the Council Plan and Strategic Resource Plan.

The 2017/18 Budget reflects Council's commitment to achieving progress against Council's Key Themes (Pillars) in its draft Council plan:

- Our Prosperity
- Our Places
- Our Community
- Our Leadership and Management

ENVIRONMENTAL IMPLICATIONS

In order to limit the environmental impact of the budget process, hard copies of the budget document are kept to a minimum and to this end we make available the budget document for viewing on our website as well as limited hard copies at Council offices.

In terms of Budget spending decisions with Environmental implications, Council has taken the opportunity where practicable, to reduce the Environmental impact of Council's operations through the selection of renewable energy options such as Solar power in keeping with our Carbon neutral target for 2020. There is also funding again in the 2017/18 budget for an environmental unit again illustrating Council's commitment to managing our climate.

SOCIAL & CULTURAL IMPLICATIONS

Any social or cultural implications are covered within the draft Council Plan, the draft 2017/2018 budgets spending decisions are guided by the draft plan in this area.

ECONOMIC IMPLICATIONS

The Budget is a critical planning and resource tool of Council and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure both operational and capital for the coming year and also incorporates Council's rating strategy and outlines Council's Strategic Resource Plan goals.

The economic impacts of the submissions are assessed when reviewing submissions, the principle of maintaining a balanced budget has driven all decisions.

LEGAL & RISK IMPLICATIONS

Aside from meeting the various relevant sections of the Local Government act there are no further legal implications.

The operational risk of our spending decisions in the 2017/18 budget are a key element in the decision making process. Full consideration has been given to the risk impacts of each decision.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The budget has been compiled under the relevant financial and human resource limitations Council operates under. The consideration of all submissions takes these finite resources into account and in particular Council's limited financial and resource capability to undertake all desired projects.

7. IMPLEMENTATION STRATEGY

DETAILS

Following consideration of the submissions received, a report will be present to the Ordinary Council meeting in June to consider the adoption of the 17/18 Budget.

TIMELINE

14 June 2017: Special Council meeting held to receive submissions and hear any submissions

28 June 2017: Adoption of Final Budget

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



Colac Otway

S H I R E

Colac Otway Shire Council Budget Report – 2017/18

This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2017/18" a best practice guide for reporting local government budgets in Victoria.



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Mayor's introduction

On behalf of the Councillors of the Colac Otway Shire, I am pleased to release the 2017-18 budget to the community, which delivers the lowest rate rise in the municipality's history.

This budget delivers an average rise of 0.63 per cent across all rating categories, which is considerably below the two per cent rate cap set by the State Government and establishes Colac Otway as one of the very few shires across Victoria that has committed to setting rates below the cap.

Notably, we are reducing the Rural Farm rating differential from 79 per cent to 77 per cent of the general rate, which will equate to the sector paying 1.2 per cent less total rates on average than they did last year. This reduction is in recognition of the hardship and ongoing challenges the rural sector faces.

This budget is the result of an extensive amount of work by Councillors and staff over many months, and its priorities reflect what you, the community, told us during the election campaign.

We have delivered on our commitment to maintain affordable rates without affecting the important services our community relies on. We are committed to delivering high quality community services and identify ongoing cost savings for long-term financial sustainability.

Key budget highlights include:

- A rise in the average rate of just 0.63 per cent, which is the lowest rate rise in the history of the Colac Otway Shire.
- Ratepayers in the Rural Farm rating category will receive a reduction in rates on average of 1.4 per cent (per s7.1) compared to last year, as a result of reducing the Rural Farm rating differential from 79 per cent to 77 per cent of the base rate.
- The delivery of significant capital works totalling \$21.64 million. And \$12.31 million will be spent on renewing community assets, a further \$1.57 million spent on assets to improve community services.
- A significant roads program totalling \$7.31 million.
- \$700,000 for the Queen Street footpath improvement between Pound Road and Hearn Street.
- \$1.95 million for the central business district revitalisation project.
- \$1.008 million in building renewal upgrades including \$0.47m for the Winifred Nance Kindergarten building upgrade.
- \$3.09 million for the Apollo Bay kindergarten relocation to the P-12 College.
- Recreational facility improvements of \$181,057 for redevelopment of netball facilities at the Irrewarra Beach Recreation Reserve.
- \$160,000 for the playground renewal program, \$50,000 for the open space renewal program and \$100,000 for the street furniture renewal program.
- Reduction in operating expenditures as a result of continued business improvement and cost reduction programs.
- No new borrowings for 2017-2018 budget or forward projections.

Our materials and services expenses have reduced from the previous year and this is the result of the work done on business improvement to reduce operating costs, generating savings exceeding \$600,000.

This is a financially responsible budget, one that ensures Colac Otway remains in a sustainable, low-risk financial position.

Council has undertaken a rigorous process developing the budget and has been cautious and conservative in its forecasting, which provides a solid position. There are no new borrowings and as debt levels reduce, further cash flow will be released to fund capital works.

Ensuring the financial sustainability of the organisation is always the key focus and Council's budget paints a realistic picture of achieving an operating surplus while maintaining its community services and asset renewal program.

Although achieving community expectations in an environment of ongoing financial constraints beyond the organisations control, is a challenge, Council in partnership with staff continue to focus on delivering services and programs for community benefit now and into the future.

Cr Chris Potter
Mayor

Executive Summary

Colac Otway Shires Budget for 2017/18 seeks to maintain our services and infrastructure as well as deliver key projects and services that are valued by our community and aligned to outcomes set out in the Council Plan 2017 to 2021.

This Budget projects a surplus of \$7.54m for 2017/18 and an adjusted underlying surplus result of \$0.12m after adjusting for non-recurrent capital grants and contributions (refer Sections 5 and 10.1).

Note the Operating Surplus has reduced by \$3.11m to \$7.542m due to the State Government's decision to prepay the Federal Assistance Grants for 2017/18 in the 2016/17 financial year. This decision has no funding impact for Colac Otway Shire as the prepaid amount will be placed in reserve for utilisation in the 2017/18 financial year.

1. Key things we are funding

1) Ongoing delivery of services to the Colac Otway Shire community funded by a budget of \$47.9m. These services are summarised in Section 2.1.

2) Continued investment in capital assets (\$21.64m) primarily for renewal works (12.3m).

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

3) The 2017/18 Budget also allocates funding to major projects and initiatives including:

- \$240,000 for provision of a new sports shelter and amenities at Colac Secondary College Community Sports field
- \$150,000 Apollo Bay Harbour precinct Expression Of Interest (EOI) process and development plan
- \$30,000 for the implementation of the asset management improvement plan
- \$30,000 for a property management framework development

2. The Rate Rise

a. The average rate will rise by 0.63% which is 1.37% below the maximum level set by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System of 2%.

b. Key drivers

- i. To support our farming community during difficult times – we are proposing to reduce the rural farm sector by 2% of the Colac Residential Category representing a drop in differential from 79% of Colac Residential to 77%
- i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
- ii. To fund renewal of infrastructure and community assets
- iii. To cope with growth in the population of Colac Otway Shire residents
- iv. To cope with cost shifting from the State Government

c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

d. The waste service charge incorporating kerbside collection and recycling will increase by 2.0% per property.

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

f. Refer Section 7 for further Rates and Charges details.

3. Key Statistics

- Total Revenue: \$55.43M (2016/17 - \$61.3M)
- Total Expenditure: \$47.89M (2016/17 - \$47.3M)
- Accounting Result: \$ 7.54M Surplus (2016/17 - \$14.06M Surplus)
(Refer Income Statement in Section 3)
- Underlying operating result: Surplus of \$0.12M (2016/17 - Surplus of \$9.08M)
(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Total Capital Works Program of \$21.64M (2016/17 - \$21.35M)
 - o \$9.80M from Council Cash
 - o \$0.0M from borrowings
 - o \$0.26M from asset sales
 - o \$9.91M from external grants
 - o \$1.673M from reserves

4. Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0% (2016/17 - 2.5%).
- Consumer Price Index (CPI) increases on goods and services of 1.5% through the year to December quarter 2016 (ABS release 25 January 2017). Significantly below the Reserve Bank of Australia's target CPI of 2-3%.
- Reduction by the state government in the level of funding for School crossing Guards.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

Internal Influences

As well as external influences, there are also a number of internal influences which have a significant impact on the preparation of the 2017/18 Budget. These matters and their financial impact are set out below:

- The outcomes of the renegotiation of Council's Enterprise Bargaining Agreement covering the Strategic Resource Plan period.
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources required in the Council's Older Persons/Health and Community Care Services.
- Further resource diversion as a result of the finalisation of the disaster recovery works.
- Estimated Bushfire expenditure relating to recovery works from the December 2015 Wye River/Separation Creek Bushfires as follows:
Bushfire Operating expenditure: \$0.57 million
Bushfire Capital expenditure: \$2.15m
- Estimated Flood expenditure relating to recovery works from the August Flood event as follows:
Flood Operating expenditure: \$0.25 million
Flood Capital expenditure: \$1.13 million

5. Advocacy and support (State and Federal Government)

Council will continue to advocate for:

- a. Colanda future use of site
- b. Great Ocean Road Authority
- c. Public transport improvements including:
 - i. Increased Vline services between Colac and Geelong
- d. Implementation of the Advocacy Strategy 2017-2020.

6. Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost Shifting for Specific Services

Examples

1. Home and Community Care (HACC)
2. State Emergency Service (SES)
3. Fire Management Services
4. Maternal & Child Health
5. School Crossing Supervision
6. Administration of the state wide temporary food registration system 'Stretrader'

Type 2: Loss of funding in General

7. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014/2015 budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years. The 2017 budget indicated the freeze will be lifted for 2017/2018, we have not factored this in the budget as this has not been formally notified at the time of the completion of the budget.

Type 3: Statutory fee that prohibits full cost recovery

9. After freezing planning fees since 2009 the State Government in October 2016 increased the allowable fee that Council may charge for these services. While this belated action is welcomed the new fees still do not cover the full cost of providing the service hence rate payers are still forced to subsidise the activities of developers across the city.

Type 4: Levies

10. State Government landfill levy - The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/18. The increase from 2016/17 to 2017/18 is approximately 2%

Type 5: Statutory requirements lead to increased costs

11. Increased reporting requirements (i.e. Local government Performance reporting framework)

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 16 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

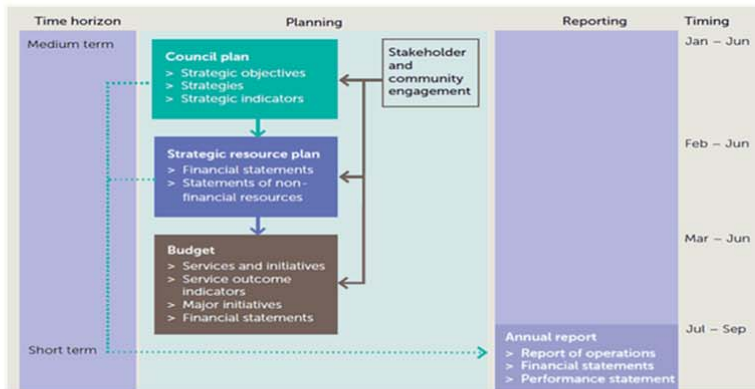
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial Statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

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

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our purpose

Our vision "Towards a prosperous future"

The Councillors at Colac Otway Shire commit to plan for growth in business and employment for our town and settlements; The delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for shire.

Our values

- **Respect** - Be open and consistent in our dealings with people and respect their views.
- **Integrity** - We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.
- **Goodwill** - We will have an attitude of kindness and friendliness and build a good relationship with our customers and community.
- **Honesty** - We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.
- **Trust** - We will act honestly, openly and fairly to build levels of trust.

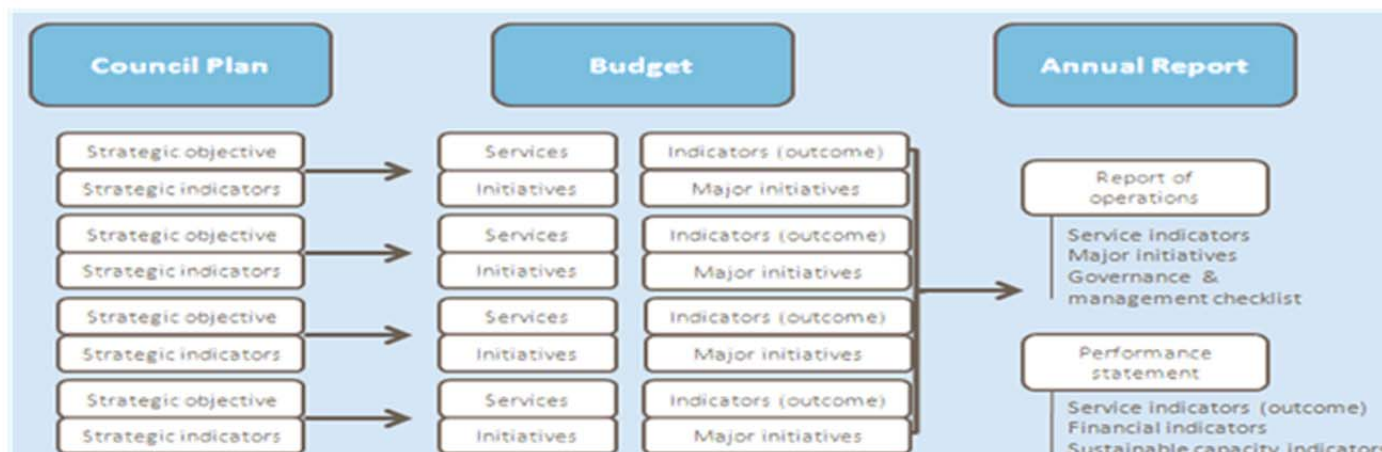
1.3 Strategic objectives

Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the 2017-2021 Council Plan. The following table lists the four Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Our Prosperity	We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to invest, live and work.
2. Our Places	Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.
3. Our Community	We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.
4. Our Leadership & Management	We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold and underlined** in the following sections.

2.1 Strategic Theme 1: Our Prosperity

We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to invest, live and work.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Building Control	This service provides for planned building developments to meet present and future community requirements.	560 (135) 425
Events	This service provides for active community involvement in the provisioning of management and support for community entertainment and events.	268 (1) 267
Economic Development	This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.	1,762 (814) 947
Tourism	This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.	987 (368) 619
Apollo Bay Harbour	This service manages and maintains the Apollo Bay Harbour for the enjoyment of the community.	1,196 (918) 278
Colac Livestock Selling Centre	This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.	408 (600) (192)
Statutory Planning	This service fulfils Council's statutory obligations in being the responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations.	966 (283) 683
Strategic Planning	This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.	566 (93) 473
Major Initiatives		Expenditure \$'000
Streamlining Planning Scheme		50
Apollo Bay Harbour Precinct Expression of Interest (EOI) process and Development Plan		150

LGPRF Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

NB: Indicators shown above are based on the 2015-16 reporting period these may be subject to change.

2.2 Strategic Theme 2: Our Places

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Emergency Management	This service provides for the necessary support for the community in the case of an emergency event occurring.	234 0 234
Environment	This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.	719 (5) 714
Fire Prevention	This service promotes community safety by aiming to eliminate potential fire risks within our community.	3,292 (2,648) 643
Infrastructure Services	This service provides for the physical assets required by the community to maintain a happy, healthy and sustainable lifestyle.	4,230 (731) 3,499
Parks, Gardens and Reserves	This service provides for the maintenance of open space for the enjoyment of all community members.	1,321 0 1,321
Street Lighting	This service actively promotes community safety by providing a clear and safe environment in our towns after dark.	107 0 107
Waste Management	This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.	3,275 (3,072) 203

Major Initiatives	Expenditure \$'000
Sealed Road Reconstruction Programme	2,751
Unsealed Road Resheet Programme	1,400
Colac CBD and Entrances Programme	1,950
Lake Colac masterplan implementation	500
Waste Management Services contract review	60

LGPRF Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
Environment	Greenhouse Emission Target	Reduction in the proportion of greenhouse gas emissions for the Colac Otway Shire Council.	[Sum of emissions for council buildings, street lights and council fleet / total council greenhouse gas emissions] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

NB: Indicators shown above are based on the 2015-16 reporting period these may be subject to change.

2.3 Strategic Theme 3: Our Community

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Arts & Culture	This service is responsible for the management and provision of arts and cultural services to the community. This service is responsible for the running of the Colac Otway Performing Arts & Cultural Centre.	1,244 (574) 670
Recreation	This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities.	335 0 335
Bluewater Leisure Centre	This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.	1,786 (1,266) 521
Local Laws	This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being.	910 (520) 390
Public Health	This service promotes a healthy and safe lifestyle by actively promoting and policing public health issues.	441 (177) 263
Older Persons & Disability Services	This service provides support to older and disabled members of our community in order to sustain quality of life for all our residents.	2,970 (2,251) 719
Children and Family Services	This service provides support to our children, families and youth to encourage and nurture their growth and development.	957 (695) 262
Library Service	The library service provides resources and oversight to the Corangamite Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.	742 (26) 716

Major Initiatives	Expenditure \$'000
New Sports Shelter and amenities at Colac Secondary College Community Sports Field	240
DHHS Budget Grant Regional Assessment Service Coordinator (Grant Funded)	174

LGPRF Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

NB: Indicators shown above are based on the 2015-16 reporting period these may be subject to change.

2.4 Strategic Theme 4: Our Leadership & Management

We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors and Chief Executive Office	This area of governance includes the Mayor, Councillors, Chief Executive Officer, Business Improvement Officer and Public Relations Team and associated support which cannot be easily attributed to the direct service provision areas.	1,724 0 1,724
Finance, Property and Rates	This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.	1,998 (3,675) (1,677)
Customer Service	This service has the responsibility to provide the first point of contact between Council and the public through Council's Customer Service Centres. The service provides overall corporate customer service to the wider community and assists all areas of Council with the provision of corporate responsibility.	601 (1) 600
Corporate Services Management	This service has the responsibility to maintain strong governance and administrative systems and to ensure that these systems are responsive, accountable and transparent to internal users and community needs.	437 (22) 414
Contract Management Service	This service provides oversight and governance on contractual and procurement services undertaken by Council	121 0 121
Information Services	This service provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards.	2,250 0 2,250
People, Performance & Culture	This service provides and develops a culture of high performance, productivity and accountability across the organisation.	731 0 731
Risk Management Services	This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio.	722 0 722

Major Initiatives	Expenditure \$'000
Information Technology Hardware Renewal program	186
Enhanced Financial & Statutory Reporting Capability project	140

LGPRF Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community

NB: Indicators shown above are based on the 2015-16 reporting period these may be subject to change.

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

	Net Cost		
	Total \$'000	Expenditure \$'000	(Revenue) \$'000
Our Prosperity	3,502	6,714	(3,212)
Our Places	6,722	13,178	(6,456)
Our Community	3,876	9,384	(5,508)
Our Leadership & Management	4,884	8,582	(3,698)
Total services and initiatives	18,984	37,859	(18,874)
Other non-attributable	10,027		
Deficit before funding sources	29,011		
Funding sources:			
Rates & charges (excluding Waste)	(26,368)		
Capital grants	(10,185)		
Total funding sources	(36,553)		
Surplus for the year	(7,542)		

3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	28,789	29,238	29,823	30,419	31,028
Statutory fees and fines	672	730	744	759	775
User fees	4,324	4,540	4,631	4,724	4,818
Grants - Operating	14,223	9,478	9,624	11,125	8,624
Grants - Capital	12,146	10,185	7,449	7,523	8,672
Contributions - monetary	341	485	485	485	485
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	83	147	147	147	147
Share of net profits/(losses) of associates and joint ventures	30	7	7	7	7
Other income	722	616	626	635	645
Total income	61,331	55,427	53,536	55,825	55,201
Expenses					
Employee costs	18,851	18,982	19,165	19,740	20,332
Materials and services	16,478	16,450	16,762	17,098	17,440
Bad and doubtful debts	2	2	2	2	2
Depreciation and amortisation	9,430	10,027	10,343	10,663	10,986
Borrowing costs	269	226	181	122	74
Other expenses	2,237	2,199	1,970	1,789	1,858
Total expenses	47,267	47,886	48,424	49,414	50,692
Surplus/(deficit) for the year	14,064	7,542	5,112	6,411	4,509
Other comprehensive income					
Items that will not be reclassified to surplus/(deficit) in future periods					
Net asset revaluation increment/(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods	0	0	0	0	0
Total comprehensive result	14,064	7,542	5,112	6,411	4,509

3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	15,998	10,857	9,933	9,752	8,908
Trade and other receivables	2,075	1,873	1,906	1,988	1,966
Inventories	255	50	50	50	50
Total current assets	18,328	12,781	11,890	11,790	10,924
Non-current assets					
Trade and other receivables	0	0	0	0	0
Investments in associates and joint ventures	304	311	313	314	316
Property, infrastructure, plant & equipment	285,468	296,735	301,873	306,848	311,659
Intangible assets	46	46	46	46	46
Total non-current assets	285,818	297,092	302,231	307,208	312,021
Total assets	304,146	309,873	314,121	318,998	322,945
Liabilities					
Current liabilities					
Trade and other payables	2,833	2,377	2,388	2,407	2,460
Trust funds and deposits	681	671	671	671	671
Provisions	5,073	4,487	4,770	4,891	5,016
Interest-bearing loans and borrowings	604	649	1,197	286	142
Total current liabilities	9,191	8,184	9,025	8,256	8,289
Non-current liabilities					
Provisions	3,735	3,576	3,067	2,589	2,136
Interest-bearing loans and borrowings	3,370	2,721	1,524	1,238	1,096
Total non-current liabilities	7,105	6,297	4,591	3,827	3,232
Total liabilities	16,296	14,481	13,617	12,083	11,521
Net assets	287,850	295,392	300,504	306,915	311,424
Equity					
Accumulated surplus	123,041	135,666	143,283	151,834	158,625
Reserves	164,809	159,726	157,221	155,081	152,799
Total equity	287,850	295,392	300,504	306,915	311,424

3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/17 Forecast				
Balance at beginning of the financial year	273,786	114,600	148,936	10,250
Surplus/(deficit) for the year	14,064	14,064	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(17,846)	0	17,846
Transfer from other reserves	0	12,223	0	(12,223)
Balance at end of the financial year	287,850	123,041	148,936	15,873
2017/18 Budget				
Balance at beginning of the financial year	287,850	123,041	148,936	15,873
Surplus/(deficit) for the year	7,542	7,542	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(8,847)	0	8,847
Transfer from other reserves	0	13,931	0	(13,931)
Balance at end of the financial year	295,392	135,666	148,936	10,790
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	295,392	135,666	148,936	10,790
Surplus/(deficit) for the year	5,112	5,112	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(1,618)	0	1,618
Transfer from other reserves	0	4,123	0	(4,123)
Balance at end of the financial year	300,504	143,283	148,936	8,285
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	300,504	143,283	148,936	8,285
Surplus/(deficit) for the year	6,411	6,411	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(1,639)	0	1,639
Transfer from other reserves	0	3,780	0	(3,780)
Balance at end of the financial year	306,915	151,834	148,936	6,145
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	306,915	151,834	148,936	6,145
Surplus/(deficit) for the year	4,509	4,509	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(1,661)	0	1,661
Transfer from other reserves	0	3,943	0	(3,943)
Balance at end of the financial year	311,424	158,625	148,936	3,863

3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	29,254	29,438	29,794	30,341	31,054
Statutory fees and fines	672	730	744	759	775
User fees	4,324	4,540	4,631	4,724	4,818
Grants - operating	14,223	9,478	7,449	7,523	8,672
Grants - capital	12,146	10,185	9,624	11,125	8,624
Contributions - monetary	341	485	485	485	485
Other receipts	722	616	626	635	645
Employee costs	(19,003)	(19,727)	(19,391)	(20,097)	(20,661)
Materials and services	(16,430)	(16,701)	(16,752)	(17,078)	(17,387)
Trust funds and deposits repaid	(1)	(10)	0	0	0
Other payments	(2,237)	(2,199)	(1,970)	(1,789)	(1,858)
Net cash provided by/(used in) operating activities	24,012	16,836	15,240	16,629	15,167
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(21,452)	(21,637)	(15,824)	(15,981)	(16,140)
Proceeds from sale of property, infrastructure, plant and equipment	269	490	490	490	490
Net cash provided by/ (used in) investing activities	(21,183)	(21,147)	(15,334)	(15,491)	(15,650)
Cash flows from financing activities					
Finance costs	(269)	(226)	(181)	(122)	(74)
Repayment of borrowings	(799)	(604)	(649)	(1,197)	(286)
Net cash provided by/(used in) financing activities	(1,068)	(830)	(830)	(1,319)	(360)
Net increase/(decrease) in cash & cash equivalents	1,761	(5,141)	(924)	(181)	(844)
Cash and cash equivalents at the beginning of the financial year	14,237	15,998	10,857	9,933	9,752
Cash and cash equivalents at the end of the financial year	15,998	10,857	9,933	9,752	8,908

3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	0	500	0	0	0
Buildings	4,417	4,419	4,654	6,976	7,135
Total land & Buildings	4,417	4,919	4,654	6,976	7,135
Total property	4,417	4,919	4,654	6,976	7,135
Plant and equipment					
Plant, machinery and equipment	1,183	1,683	350	350	350
Fixtures, fittings and furniture	428	237	715	230	230
Computers and telecommunications	265	527	560	350	350
Total plant and equipment	1,876	2,447	1,625	930	930
Infrastructure					
Roads	12,201	7,311	6,908	6,100	6,100
Bridges	214	650	550	500	500
Footpaths and cycleways	1,445	525	987	425	425
Drainage	406	3,445	600	600	600
Other infrastructure	795	2,340	500	450	450
Total infrastructure	15,061	14,271	9,545	8,075	8,075
Total capital works expenditure	21,355	21,637	15,824	15,981	16,140
Represented by:					
New asset expenditure	1,285	7,755	0	0	0
Asset renewal expenditure	15,934	12,309	15,374	15,531	15,690
Asset upgrade expenditure	4,136	1,572	450	450	450
Total capital works expenditure	21,355	21,637	15,824	15,981	16,140

3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	18,851	18,982	19,361	19,942	20,540
Employee costs - capital	449	700	887	770	770
Total staff expenditure	19,301	19,682	20,248	20,712	21,310
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	231.6	223.8	219.1	219.1	219.1
Total staff numbers	231.6	223.8	219.1	219.1	219.1

There has been no increase in permanent staffing levels. Overall Council's EFT has decreased by 7.8 EFT due to the winding down of staff levels dedicated to disaster recovery works resulting from the Christmas Day 2015 bushfires in Wye River and Separation Creek and 2016 Flood event. All costs for the remaining 4.7 EFT in relation to disaster recovery works are fully recoverable by council under Natural Disaster Relief and Recovery Arrangements (NDRRA). The staffing levels in the 2018/19 to 2020/21 years reflects the base level of staff once Disaster recovery works are completed.

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Chief Executive Office	796	724	72
Corporate Services	3,668	3,025	643
Development and Community Services	7,026	3,981	3,045
Infrastructure and Leisure Services	7,299	6,931	369
Disaster Recovery	192	102	90
Total permanent staff expenditure	18,982	14,762	4,219
Other Staff expenditure	0		
Total expenditure	18,982		
Capitalised labour costs	700		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Chief Executive Office	5.5	5.0	0.5
Corporate Services	36.9	30.4	6.5
Development and Community Services	77.7	44.0	33.7
Infrastructure and Leisure Services	93.5	88.8	4.7
Disaster Recovery	4.7	2.5	2.2
Total	218.3	170.7	47.6
Casuals and other	5.5		
Total staff	223.8		
Capitalised labour costs (inclusive in the above EFT numbers)	8.9		

4. Financial performance indicators

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

Indicator	Measure	Notes	Forecast			Strategic Resource Plan			Trend +/-
			Actual 2015/16	Actual 2016/17	Budget 2017/18	Projections 2018/19 2019/20 2020/21			
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.9%	16.1%	0.3%	3.5%	1.7%	(2.7)%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	197.5%	199.4%	156.2%	131.7%	142.8%	131.8%	-
Unrestricted cash	Unrestricted cash / current liabilities		123.9%	130.6%	91.9%	73.1%	77.7%	67.2%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	17.3%	13.8%	11.5%	9.1%	5.0%	4.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.3%	3.7%	2.8%	2.8%	4.3%	1.2%	+
Indebtedness	Non-current liabilities / own source revenue		25.5%	20.5%	17.8%	12.8%	10.4%	8.6%	+
Asset renewal	Asset renewal expenditure / depreciation	4	97.6%	169.0%	122.8%	148.6%	145.7%	142.8%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	60.9%	51.1%	60.9%	59.5%	60.5%	62.8%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$2,983	\$3,145	\$3,165	\$3,185	\$3,233	\$3,301	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,263	\$1,245	\$1,262	\$1,280	\$1,298	\$1,316	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

- 1. Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The spike in 2016/17 relates to disaster recovery operational funding to be received and the prepayment of the Federal Assistance Grants, the gradual decrease over the SRP forecast period is a direct reflection of the tightening margins expected under a rate cap environment and conservative income estimates for externally sourced revenue (i.e. grants).
- 2. Working Capital** - The proportion of current liabilities represented by current assets. The tightening of the cash position is reflected in the continuing decrease in working capital ratio.
- 3. Debt compared to rates** - The steep decrease in this ratio reflects the effect of continuing payback and maturity of debt without any forecast new borrowings.
- 4. Asset renewal** - This percentage indicates the extent of Council's renewals and upgrades against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

During 2016/17 there are additional capital works undertaken for disaster recovery which has inflated the result in this ratio, the Strategic Resource Plan period returns to more normal levels with a continued focus on Asset renewal.

- 5. Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Rates remain an important source of revenue for the go forward as reflected in the results in this ratio.

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

5.1.1 Grants operating - (\$4.74 million decrease)

Operating grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 33.4% or \$4.74 million compared to 2016/17. The majority of the movement relates to the prepayment of the Federal Assistance Grants in 2016/17. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below:

Grants - operating	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	9,132	2,904	(6,228)
Family day care	374	377	3
General home care	65	69	4
Diesel	40	50	10
Other	2	22	20
<i>Recurrent - State Government</i>			
Aged and disability services	1,402	1,416	14
Port management	800	805	5
Economic development and events	0	0	0
Environment and protection services	107	355	248
Arts and Leisure	108	114	5
Planning, Building & Health	0	0	0
Health & Community Services	9	9	0
Other	0	100	100
Total recurrent grants	12,038	6,220	(5,818)
<i>Non-recurrent - Commonwealth Government</i>			
Drainage maintenance	0	0	0
Environmental planning	0	0	0
<i>Non-recurrent - State Government</i>			
Community health	3	0	(3)
Economic development and events	0	800	800
Planning, Building & Health	100	90	(10)
Environment and protection services	2,082	2,368	287
Total non-recurrent grants	2,185	3,258	1,074
Total operating grants	14,223	9,478	(4,745)

5.1.2 Grants capital (\$1.96 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 16.1% or \$1.96 million compared to 2016/17 due mainly to the winding down of disaster recovery works. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - capital	Forecast		Variance \$'000
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	2,876	2,491	(385)
<i>Recurrent - State Government</i>			
Apollo Bay	0	276	276
Total recurrent grants	2,876	2,767	(109)
<i>Non-recurrent - Commonwealth Government</i>			
Buildings	0	3,140	3,140
Parks, Open Space and Streetscapes	0	100	100
Footpath and Cycleways	300	500	200
Recreational, Leisure and Community Facilities	100	0	(100)
<i>Non-recurrent - State Government</i>			
Buildings	2,282	100	(2,182)
Flood Recovery	614	2,353	1,739
Bushfire Recovery	5,974	0	(5,974)
Parks, Open Space and Streetscapes	0	250	250
Footpath and Cycleways	0	975	975
Total non-recurrent grants	9,270	7,418	(1,852)
Total capital grants	12,146	10,185	(1,961)

5.1.3 Statement of Borrowings

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

	2016/17	2017/18
Total amount borrowed as at 30 June of the prior year	4,773	3,974
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	(799)	(604)
Total amount of borrowings as at 30 June	3,974	3,370

6. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

The capital works projects are grouped by class and include the following:

- New works for 2017/18
- Works carried forward from the 2016/17 year.

Capital works program

For the year ending 30 June 2018

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowing
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
6.1 New Works								
Property								
Land								
Lake Colac Master Plan Implementation	\$250	\$0	\$0	\$250	\$250	\$0	\$0	\$0
Buildings								
Apollo Bay Kindergarten relocation to P12 as per Council resolution	\$3,090	\$3,090	\$0	\$0	\$2,790	\$150	\$150	\$0
Irrewarra-Beeac Netball Facilities Upgrade	\$181	\$0	\$0	\$181	\$100	\$51	\$30	\$0
Building renewal Program	\$1,008	\$0	\$1,008	\$0	\$350	\$58	\$600	\$0
Solar Power Generation - Colac Library Solar PV System (50kW)	\$80	\$80	\$0	\$0	\$0	\$0	\$80	\$0
Total property	\$4,609	\$3,170	\$1,008	\$431	\$3,490	\$259	\$860	\$0
Plant and equipment								
Plant, machinery and equipment								
Bluewater Gym Equipment Renewal Plan	\$52	\$0	\$52	\$0	\$0	\$0	\$52	\$0
Light Fleet Replacement Program	\$651	\$0	\$651	\$0	\$0	\$0	\$651	\$0
Heavy Plant Replacement Program	\$880	\$0	\$880	\$0	\$0	\$0	\$880	\$0
Fixtures, fittings and furniture								
Office Furniture Replacement Program	\$30	\$0	\$30	\$0	\$0	\$0	\$30	\$0
Computers and telecommunications								
Information Technology Hardware Renewal program	\$186	\$0	\$186	\$0	\$0	\$0	\$186	\$0
Windows 10 upgrade	\$46	\$0	\$0	\$46	\$0	\$0	\$46	\$0
Network storage renewal - Disaster Recovery	\$250	\$0	\$250	\$0	\$0	\$0	\$250	\$0
Statutory Planning software	\$30	\$30	\$0	\$0	\$0	\$0	\$30	\$0
Authority 6.12 upgrade	\$15	\$0	\$0	\$15	\$0	\$0	\$15	\$0
Total plant and equipment	\$2,140	\$30	\$2,049	\$61	\$0	\$0	\$2,140	\$0

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowing
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure								
Roads								
Unsealed Road Restoration	\$60	\$0	\$60	\$0	\$60	\$0	\$0	\$0
Queen Street upgrade - Pound road to Hearn Street	\$385	\$0	\$385	\$0	\$0	\$0	\$385	\$0
Asphalt Overlay Program	\$100	\$0	\$100	\$0	\$0	\$0	\$100	\$0
Unsealed Road Resheet Program	\$1,400	\$0	\$1,400	\$0	\$0	\$0	\$1,400	\$0
Kerb and Channel Replacement Program	\$75	\$0	\$75	\$0	\$0	\$0	\$75	\$0
Landslip Rehabilitation Program	\$200	\$0	\$200	\$0	\$0	\$0	\$200	\$0
Road Safety Devices	\$50	\$50	\$0	\$0	\$0	\$0	\$50	\$0
Local Roads Reseal Program	\$900	\$0	\$900	\$0	\$0	\$0	\$900	\$0
Sealed Road Reconstruction Program	\$2,491	\$0	\$2,491	\$0	\$2,491	\$0	\$0	\$0
Sealed Roads Major Patch Program	\$300	\$0	\$300	\$0	\$0	\$0	\$300	\$0
Rehabilitation of Cape Otway Road	\$25	\$0	\$25	\$0	\$0	\$0	\$25	\$0
Road Improvement Program	\$750	\$0	\$0	\$750	\$0	\$0	\$750	\$0
Bridges								
Bridge rehabilitation Program	\$650	\$0	\$650	\$0	\$0	\$0	\$650	\$0
Footpaths and cycleways								
Footpath Replacement Program	\$250	\$0	\$250	\$0	\$0	\$0	\$250	\$0
Footpath Extension Program	\$275	\$275	\$0	\$0	\$0	\$0	\$275	\$0
Drainage								
Landslip Restoration Works	\$1,065	\$0	\$1,065	\$0	\$2,293	\$0	(\$1,228)	\$0
Stormwater drainage system -Wye River/Separation Creek	\$2,150	\$2,150	\$0	\$0	\$0	\$0	\$2,150	\$0
Urban drainage renewal Program	\$150	\$0	\$150	\$0	\$0	\$0	\$150	\$0
Colac Drainage Implementation - Colac 2050 Project	\$80	\$0	\$0	\$80	\$0	\$0	\$80	\$0
Other infrastructure								
Colac CBD Revitalisation Project	\$1,475	\$1,475	\$0	\$0	\$1,475	\$0	\$0	\$0
Town Signage	\$30	\$30	\$0	\$0	\$0	\$0	\$30	\$0
Active Reserves Renewal Program	\$50	\$0	\$50	\$0	\$0	\$0	\$50	\$0
Street Furniture Renewal Program	\$100	\$0	\$100	\$0	\$0	\$0	\$100	\$0
Open Space Renewal Program	\$50	\$0	\$50	\$0	\$0	\$0	\$50	\$0
Playground Renewal Program	\$160	\$0	\$160	\$0	\$100	\$0	\$60	\$0
Total infrastructure	\$13,222	\$3,980	\$8,412	\$830	\$6,419	\$0	\$6,802	\$0
Total capital works expenditure	\$19,970	\$7,180	\$11,468	\$1,322	\$9,909	\$259	\$9,802	\$0

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
6.2 Works carried forward from the 2016/17 Year								
Property								
Land								
Lake Colac Master Plan Implementation	\$250	\$0	\$0	\$250	\$0	\$0	\$250	\$0
Buildings								
Memorial Square Shrine Refurbishment	\$60	\$0	\$60	\$0	\$0	\$0	\$60	\$0
Total property	\$310	\$0	\$60	\$250	\$0	\$0	\$310	\$0
Plant and equipment								
Plant, machinery and equipment								
Bluewater Solar Project	\$100	\$100	\$0	\$0	\$0	\$0	\$100	\$0
Fixtures, fittings and furniture								
HACC Minor Capital Grant	\$35	\$0	\$35	\$0	\$0	\$0	\$35	\$0
Radio system upgrade	\$172	\$0	\$172	\$0	\$0	\$0	\$172	\$0
Total plant and equipment	\$307	\$100	\$207	\$0	\$0	\$0	\$307	\$0
Infrastructure								
Roads								
Queen Street upgrade - Pound road to Hearn Street	\$315	\$0	\$315	\$0	\$0	\$0	\$315	\$0
Sealed Road Reconstruction Program	\$259	\$0	\$259	\$0	\$0	\$0	\$259	\$0
Other infrastructure								
Colac CBD Revitalisation Project	\$475	\$475	\$0	\$0	\$0	\$0	\$475	\$0
Total infrastructure	\$1,049	\$475	\$574	\$0	\$0	\$0	\$1,049	\$0
Total capital works expenditure	\$1,666	\$575	\$841	\$250	\$0	\$0	\$1,666	\$0
6.3 Summary								
PROPERTY	\$4,919	\$3,170	\$1,068	\$681	\$3,490	\$259	\$1,170	\$0
PLANT AND EQUIPMENT	\$2,447	\$130	\$2,256	\$61	\$0	\$0	\$2,447	\$0
INFRASTRUCTURE	\$14,271	\$4,455	\$8,986	\$830	\$6,419	\$0	\$7,852	\$0
TOTAL CAPITAL WORKS EXPENDITURE	\$21,637	\$7,755	\$12,309	\$1,572	\$9,909	\$259	\$11,468	\$0

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 50%-60% of the total revenue received by Council over the SRP period. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges (doesn't apply to waste collection charges) and is calculated on the basis of council's average rates and charges.

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

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate, municipal charge and kerbside collection charge will change as illustrated below in comparison to the 2016/17 forecast actual amounts.

Note, the below average rates movement of 0.63% (or 21 cents per week per assessment on average) relates to general rates and municipal charge only. When we include the 2.0% movement in waste collection charges we get an overall increase (inclusive of waste collection) in the average rate per assessment of 0.77% (or 28 cents per week per assessment on average).

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

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
Commercial/Industrial - BOS	0.006118	0.006191	1.2%
Commercial/Industrial - Colac	0.007210	0.007297	1.2%
Holiday Rental	0.004370	0.004422	1.2%
Residential - BOS	0.003714	0.003759	1.2%
Residential - Colac	0.004370	0.004422	1.2%
Rural Farm	0.003452	0.003405	(1.4)%

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

Type or class of land	2016/17 \$'000	2017/18 \$'000	Change
Commercial/Industrial - BOS	1,033,045	1,054,297	2.1%
Commercial/Industrial - Colac	1,991,777	2,080,993	4.5%
Holiday Rental	1,017,321	1,069,118	5.1%
Residential - BOS	7,238,841	7,467,665	3.2%
Residential - Colac	6,256,443	6,327,592	1.1%
Rural Farm	5,782,894	5,714,531	(1.2)%
Total amount to be raised by general rates	23,320,321	23,714,195	1.7%

NB The movements above the average increase reflect growth in valuations and number of rateable properties*

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2016/17 Number	2017/18 Number	Change
Commercial/Industrial - BOS	336	343	2.1%
Commercial/Industrial - Colac	627	631	0.6%
Holiday Rental	439	454	3.4%
Residential - BOS	5,263	5,369	2.0%
Residential - Colac	5,579	5,562	(0.3)%
Rural Farm	2,785	2,771	(0.5)%
Total number of assessments	15,029	15,130	0.7%

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

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2016/17 \$'000	2017/18 \$'000	Change
Commercial/Industrial - BOS	168,475,000	170,283,608	1.1%
Commercial/Industrial - Colac	275,633,000	285,203,459	3.5%
Holiday Rental	232,275,000	241,748,359	4.1%
Residential - BOS	1,944,701,000	1,986,837,695	2.2%
Residential - Colac	1,428,472,000	1,430,792,128	0.2%
Rural Farm	1,671,476,000	1,678,288,624	0.4%
Total value of land	5,721,032,000	5,793,153,873	1.3%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Municipal	182.45	184.64	1.2%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2016/17 \$'000	2017/18 \$'000	Change
Municipal	2,589,330	2,632,958	1.7%

NB The movements above the average increase reflect growth in the number of rateable properties*

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

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Weekly Kerbside collection	292	298	2.0%
Fortnightly Kerbside collection	194	198	2.0%

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

Type of Charge	2016/17 \$'000	2017/20*18 \$'000	Change
Kerbside collection	2,814	2,870	2.0%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2016/17 Orig Budget \$'000	2017/18 \$'000	Change
General rates	23,320	23,714	1.7%
Municipal charge	2,589	2,633	1.7%
Kerbside collection and recycling	2,814	2,870	2.0%
Tirrengower Drainage Scheme	21	21	0.0%
Rates and charges	28,744	29,238	1.7%

NB The movements above the average increase reflect growth in valuations and number of rateable properties*

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations;
- The variation of returned levels of value (i.e. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

7.12 Differential rates**Rates to be levied**

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

- A general rate of 0.004422 cents in the dollar of CIV for all rateable residential properties in Colac and all rateable residential properties in Colac East, Colac West and Elliminyt;
- A general rate of 0.003759 cents in the dollar of CIV for any residential land which is not located in Colac, Colac East, Colac West or Elliminyt (balance of Shire);
- A general rate of 0.003405 cents in the dollar of CIV for all rateable farm land;
- A general rate of 0.004422 cents in the dollar of CIV for all rateable holiday rental properties;
- A general rate of 0.007297 cents in the dollar of CIV for all rateable commercial and industrial properties in Colac, Colac East, Colac West and Elliminyt; and
- A general rate of 0.006191 cents in the dollar of CIV for all other rateable commercial and industrial properties not located in Colac, Colac East, Colac West and Elliminyt (balance of Shire).

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

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

Residential Land – Colac

Any land, whether vacant or built upon, which is located in Colac, Colac East, Colac West and Elliminyt that is not zoned for commercial or industrial use and which does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land; or
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

Residential Land – Balance of Shire

Any land, whether vacant or built upon or which is not located in Colac, Colac East, Colac West or Elliminyt that does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land;
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or
- d) Commercial/Industrial Land – Balance of Shire.

Rural Farm Land

Any land located within the shire which is "Farm Land" within the meaning of section 2 of the *Valuation of Land Act* 1960 and is zoned to allow land to be used for rural and/or farming purposes.

Typically, these properties may contain buildings used as a residence and for farm purposes and will also contain land with no buildings located upon it.

A Rural – Farm property may also be any land located within the shire which:

- Is not greater than 5 hectares in area;
- Is zoned to allow the land to be used for rural and/or farming purposes;
- Has been deemed unviable for the purpose of carrying on a business of primary production by Council; and
- Has been deemed unsuitable to allow the construction of a dwelling.

Holiday Rental Land

Any land that contains a dwelling, cabin or house or part of a house that:

- is used for the provision of holiday accommodation for the purpose of generating income; or
- is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi unit developments and the like.

Commercial/Industrial Land – Colac, Colac East, Colac West, Elliminyt

Any land which is located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or
- c) Holiday Rental Land; and
is used primarily for:
 - a) the sale of goods or services;
 - b) other commercial purposes; or
 - c) industrial purposes or which is vacant but zoned for commercial or industrial use.

Commercial/Industrial Land - Balance of Shire

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Balance of Shire; or
- c) Holiday Rental Land; and
is used primarily for:
 - a) the sale of goods or services;
 - b) other commercial purposes; or
 - c) industrial purposes or which is vacant but zoned for commercial

Other Charges

Municipal Charge

A Municipal Charge be declared for the period commencing 1 July 2017 to 30 June 2018 to cover some of the administrative costs of the Council.

The municipal charge be the sum of \$184.64 per annum for each rateable property in respect of which a municipal charge can be levied.

Annual Service (Waste Management) Charges

An annual service (waste management) charge of \$298 per annum (weekly service provided) be declared for:

All land used primarily for residential or commercial purposes; or

Other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2017 to 30 June 2018.

An annual service (waste management) charge of \$198 per annum (fortnightly service provided) be declared for:

All land used primarily for residential or commercial purposes; or

Other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.

Commercial properties can have a maximum of one (1) 240 litre or two (2) 120 litre bins.

Tirrengower Special (Drainage) Scheme

The special charge for the Tirrengower drainage works previously declared by Council has not yet been determined as it is subject to a consultation process that will occur early in the 2017/18 Financial year.

7.13 Fair Go Rates System Compliance

Colac Otway Shire Council is fully compliant with the State Governments Fair Go Rates System.

	¹ Council Adopted	¹ Maximum allowed under Cap
Base Average Rates (2016/17)	\$ 1,730.43	\$ 1,730.43
Rate Increase	0.63%	2.00%
Capped Average Rate (2017/18)	\$ 1,741.38	\$ 1,765.04
General Rates and Municipal Charges Revenue	\$ 26,347,153	\$ 26,705,047
Amount 'under the cap' budgeted	\$ 357,895²	

¹ * Amounts do not include the waste collection charges as these do not form part of the Cap calculation

² * "Amount under cap" is a direct result of Council's decision not to increase by the maximum available

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information.

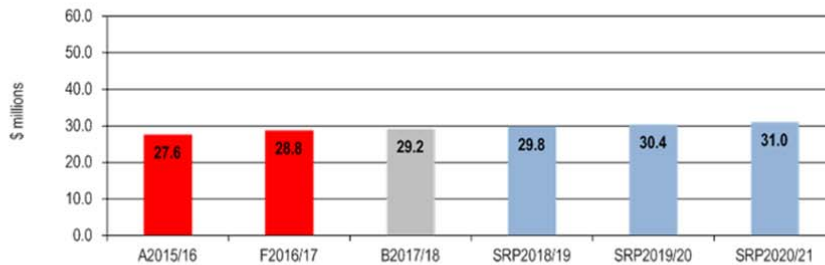
- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

8. Summary of financial position

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

A= Actual F= Forecast B= Budget SRP= Strategic Resource Plan estimates

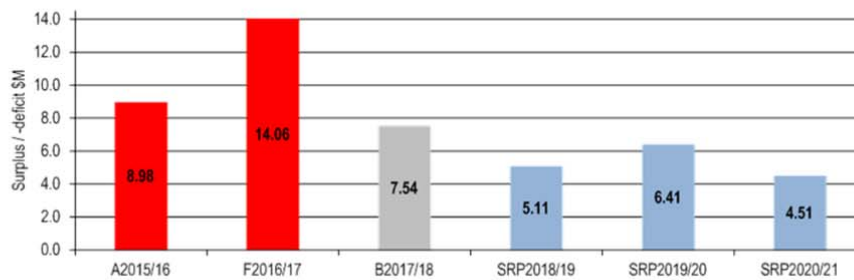
8.1 Rates and charges



It is proposed that the average rates increase by 0.63% for the 2017/18 year, raising total rates of 29.2 million, with the exception of farm rates which have been reduced in response to the issues experienced by our farmers. This results in a average rates increase of 0.63% across all categories which is the lowest rate rise on record.

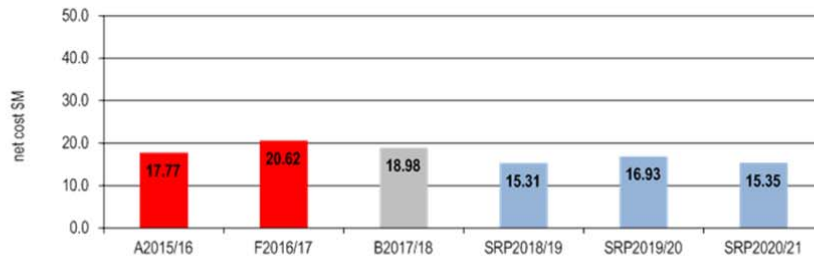
This will result in an increase in total revenue from rates and service charges of 1.7%. The 1.7% increase (including almost 1% representing the growth in the number of properties) has been set at a level that balances the infrastructure needs of the shire while minimising the rating burden for our community.

8.2 Operating Result



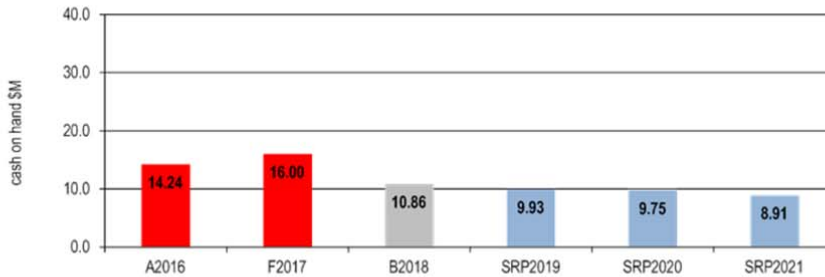
The expected operating result for the 2017/18 year is an operating surplus of \$7.54 million, which is a movement of (\$6.52) million from the 2016/17 forecast actual. The surplus result reflects the additional capital revenue generated to cover capital works relating to disaster recovery and the prepayment of the Federal Assistance Grants. The surpluses during the SRP period represent the operating surplus generated to cover the ongoing asset renewal requirements of Colac Otway Shire.

8.3 Services



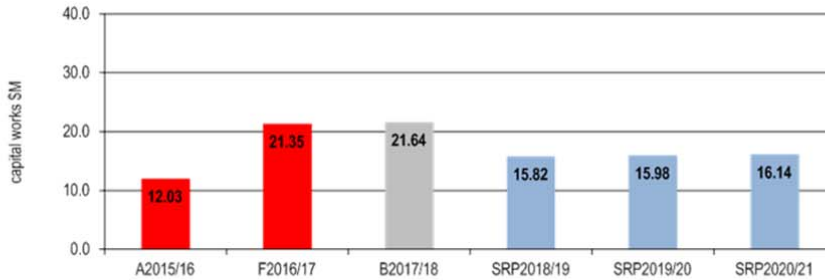
The net cost of services delivered to the community for the 2017/18 year is expected to be \$18.98 million which is a decrease of (\$1.64) million over 2016/17. A key influencing factor in the development of the 2017/18 budget has been to realise the cost benefits generated via continuous business improvement and a reduction in disaster recovery work.

8.4 Cash and investments



Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

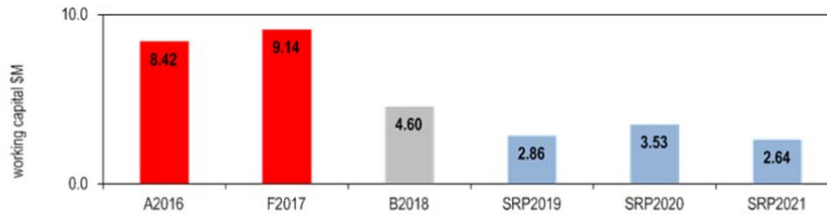
8.5 Capital works



The capital works program for the 2017/18 year is expected to be \$21.64 million of which \$1.67 million relates to projects which will be carried forward from the 2016/17 year. The carried forward component is fully funded from the 2016/17 budget. Of the \$21.64 million of capital funding required, \$9.91 million will come from external grants, \$0.26 million will come from community contributions with the balance of \$9.80 million from Council cash and reserves. The budgeted program continues Council's enviable position of maintaining renewal expenditure at least in line with Depreciation.

Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

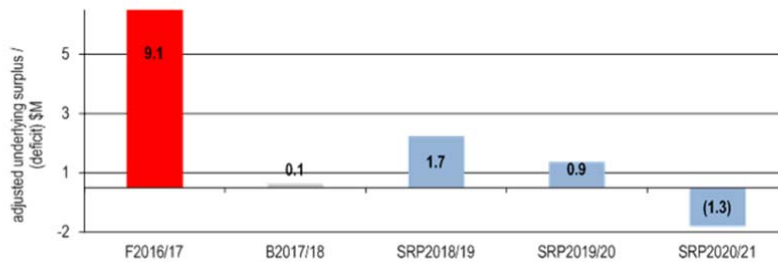
8.6 Financial position



The financial position (Working Capital) decreases across 2016/17 to 2017/18 as the additional cash balances forecast to be held by Council for disaster recovery works and prepaid Federal Assistance Grants are spent by the end of 2017/18. They are then expected to remain above the minimum required working capital ratio during the SRP period of 2018/19 to 2020/21.

Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2020/2021 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing surplus over the four year period reflecting the increasing dependency on grants as the effects of rate cap starts to impact operating results.

Note the above forecast for adjusted underlying surplus is based on conservative income estimates for externally sourced revenue (i.e. grants) and spikes in 2016/17 and drops below standard in 2017/18 due to the prepayment of the Federal Assistance Grants.

Refer Section 14 for more information on the Strategic Resource Plan.

8.8 Strategic objectives

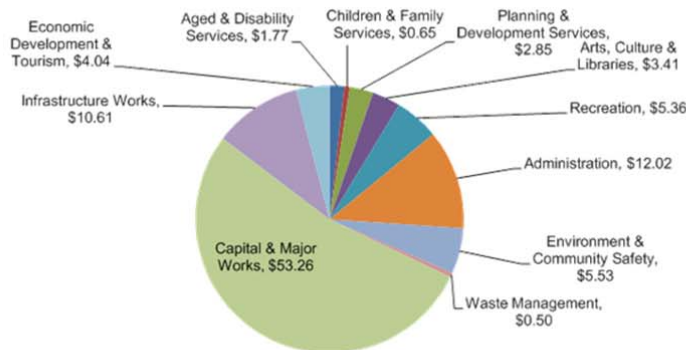


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year. Note the "Our community" segment is affected by the prepayment of the Federal Assistance Grants in 2016/17 understating the net spend in 2016/17 and overstating the net spend in 2017/18.

Note: Council is expected to adopt a new Council plan at the same time as the budget, this new Council plan is expected to have different strategic themes to the previous plan therefore we have estimated the breakdown of comparatives.

The services that contribute to these objectives are set out in Section 2

8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

9. Budget influences

This section sets out the key Budget influences arising from the internal and external environment within which the Council operates.

9.1 Snapshot of Colac Otway Shire Council

Colac Otway Shire Council is located in the South West of Victoria, covering an area of 3,443 square kilometres, stretching from the plains of Cressy in the north to rainforest of Cape Otway in the south. The Shire consists of rich agricultural lands, timbered forests and the urban areas of Colac, Apollo Bay, Birregurra, Pirron Yallock and Cressy. The Shire's administrative centre is based in the urban hub of Colac, with an additional service centre in the coastal town of Apollo Bay.

The current Shire was created through the amalgamation between the former City of Colac, the former Shire of Colac and the former Shire of Otway.

Population

Our population was estimated to be 21,168 in 2016, a growth of just over 560 residents in the past decade. We are anticipating increased population growth in the medium term as the duplication of the Princess Highway from Geelong to Colac opens up access to the region.

Ageing population

The Shire has a relatively older population, with 59.0% of our residents being over 35 years old (average age of 40.9). Over one quarter (25.5%) are aged over 60 years old and only 7.9% of our population was born outside of Australia.

**Source: Census 2011*

Employment and occupation

Colac Otway's residents enjoy steady employment, with 96.3% of our active workforce population in some form of employment. Of this 55.3% are employed in a full-time capacity.

Our five major employment sectors by employee count excluding owner-operators are:

- Agriculture, Forestry & Fishing (24.3%)
- Construction (14.8%)
- Retail Trade (10.9%)
- Accommodation and food services (10.8%)
- Other services (5.6%)

Source: ABS Cat. No. 8165

Our five major employment sectors by total employee count including owner-operators are:

- Agriculture, Forestry & Fishing (33.3%)
- Construction (13.5%)
- Rental, Hiring and Real Estate Services (8.6%)
- Accommodation and food services (6.3%)
- Retail Trade (5.9%)

Source: ABS Cat. No. 8165

Budget implications

As a result of the Shire's demographic profile there are a number of Budget implications in the short and long term as follows:

- Council's ageing population presents challenges in planning for infrastructure and services which provide ease of access and useability and support for the increasing aged members of our community. We may face challenges in attracting and retaining a sustainable workforce as the workforce age demographic declines.
- The location, relatively large area and very diverse topography of the Shire presents transport issues - the duplication of the Princess Highway from Geelong to Colac will alleviate a number of access issues, but may present different problems, with the potential for a significant increase in road freight and traffic travelling through the Shire.
- Complex regulatory environment - Council operates in a highly regulated environment.
- Asset Renewal - the highly diverse topography within the Shire presents unique circumstances in renewing assets due to the vastly different conditions from one end of the Shire to the other.

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.5% through the year to December quarter 2016 (ABS release 25 January 2017). Significantly below the Reserve Bank of Australia's target CPI of 2-3%.
- The prepayment of the Federal Assistance Grants in 2016/17.
- Estimated Bushfire expenditure relating to recovery works from the December 2015 Wye River/Separation Creek Bushfires as follows:
 - Bushfire Operating expenditure: \$0.57 million
 - Bushfire Capital expenditure: \$2.15m
- Estimated Flood expenditure relating to recovery works from the August Flood event as follows:
 - Flood Operating expenditure: \$0.25 million
 - Flood Capital expenditure: \$1.13 million
- The shifting of various costs from state/federal government to local government without a shift of the corresponding resources/income. Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- The outcomes of the renegotiation of Council's Enterprise Bargaining Agreement covering the Strategic Resource Plan period;
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources required in the Council's Older Persons/Health and Community Care Services;
- Reduction by the state government in the level of funding for School Crossing Guards; and
- Further resource diversion as a result of the finalisation of the disaster recovery works.

9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with Budget responsibilities. The guidelines set out the key Budget principles upon which the officers were to prepare their Budgets. The principles included:

- 'Every dollar counts', recognising that every \$1,000 to \$2,000 saved is the equivalent of someone's rates;
- Considering the whole of life cost of the services and assets and generational impact;
- Identifying and implementing cost saving, innovative and/or alternative service delivery options; and
- Focusing on long term sustainability and asset management.

9.5 Long term strategies

The Budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (Section 14.), Rating Information (Section 7.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

10.1 Budgeted income statement

	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Total income	10.2	61,331	55,427	(5,903)
Total expenses	10.3	(47,267)	(47,886)	(619)
Surplus (deficit) for the year		14,064	7,542	(6,522)
Grants – capital non-recurrent	10.2.6	(4,982)	(7,418)	(2,436)
Contributions - non-monetary assets		0	0	0
Capital contributions - other sources	10.2.4			0
Adjusted underlying surplus (deficit)	10.1.1	9,082	124	(8,958)

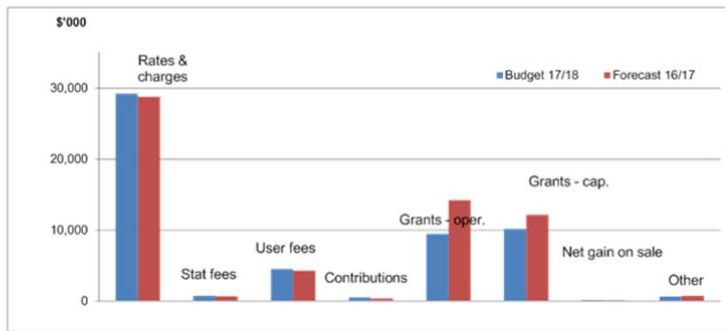
10.1.1 Adjusted underlying result (\$8.96 million decrease)

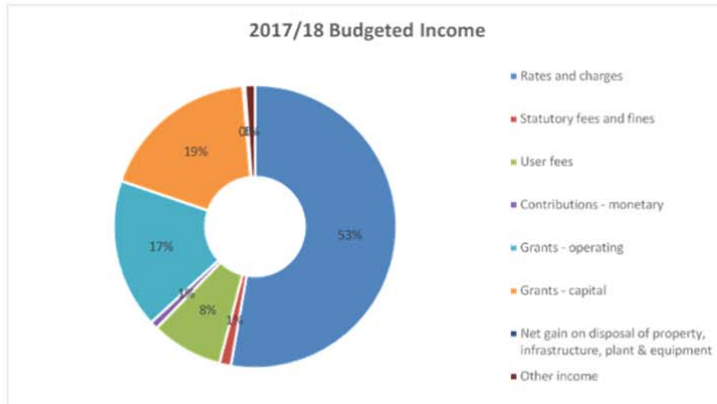
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

The decrease in the 2017/18 year is due to the overstatement in 2016/2017 and the prepayment of the Federal Assistance Grants in 2016/17 and the decrease in operating grants in 17/18, non-recurrent operating grants fluctuate year to year.

10.2 Income

Income Types	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Rates and charges	10.2.1	28,789	29,238	449
Statutory fees and fines	10.2.2	672	730	58
User fees	10.2.3	4,324	4,540	216
Contributions - monetary	10.2.4	341	485	144
Grants - operating	5.1.1	14,223	9,478	(4,745)
Grants - capital	5.1.2	12,146	10,185	(1,961)
Net gain on disposal of property, infrastructure, plant & equipment	10.2.5	83	147	64
Other income	10.2.6	752	623	(129)
Total income		61,331	55,427	(5,903)





10.2.1 Rates and charges (\$0.45 million increase)

Rates & Charges have been set at a level that reflects an initial 1.2% increase on each individual property. In response to the difficulties experienced by our primary producers (in particular the dairy farmers), we have reduced the farm rate cents/CIV rate by 2% (from 79% to 77% of the Colac Residential category). A more long term strategic view will be explored in the upcoming review of the Rating Strategy.

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$0.06 million increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by \$0.057 million due to a \$0.04 million increase in planning fees, \$0.01 million increase in Development Act fees and \$0.005 million increase in Subdivision fees based on price levels set by the State Government.

A detailed listing of statutory fees is included in Appendix A.

10.2.3 User fees (0.22 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

User Fees & Charges are budgeted to increase by \$0.22 million in 2017/18. This increase is mainly as a result of additional admission fees of \$0.105 million at the Bluewater facility due to the opening of the stadium, \$0.085 million of additional Saleyards revenue as volumes recover after the downturn in 2016/17.

A detailed listing of fees and charges is included in Appendix A.

10.2.4 Contributions - monetary (\$0.14 million increase)

Contributions relate to monies paid by developers in regard to public recreation facilities, drainage and car parking in accordance with planning permits issued for property development.

Contributions are projected to remain relatively flat year-on-year. These remain a minor funding source for Colac Otway Shire.

10.2.5 Net gain on disposal of Property, infrastructure, plant and equip. (\$0.06 million increase)

Proceeds from the sale of Council assets reflect the vehicle and heavy plant replacement program forecast for 2017/18.

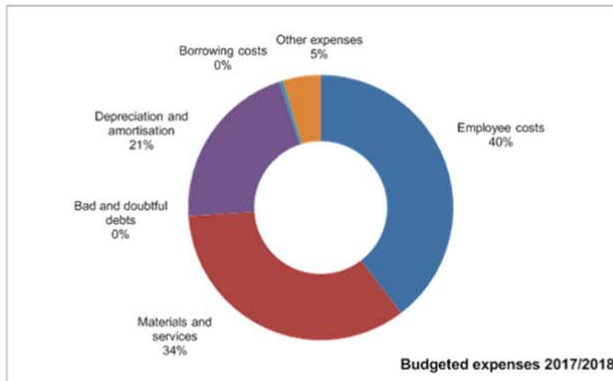
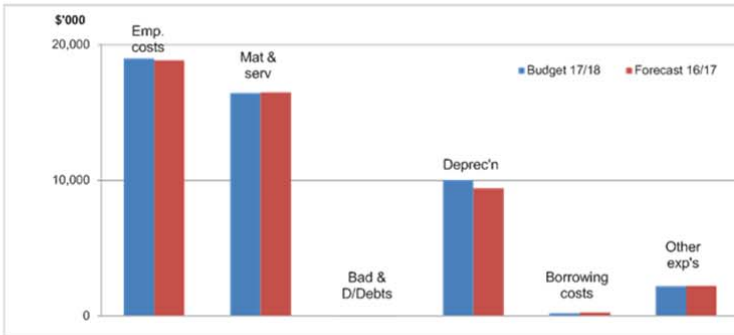
10.2.6 Other income (\$0.13 million decrease)

Other income relates to a range of sundry income items including reimbursements and cost recoveries, however the majority relates to interest revenue on investments and rate arrears.

Other income is forecast to decrease by \$0.13 million mainly due to sale of property database to State Revenue office income received every two years (2016/17 and 18/19) but won't be received in 2017/18 of approximately \$70,000. There is also a forecast drop-off of interest income of \$25,000 due to a lower cash rate.

10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Employee costs	10.3.1	18,851	18,982	131
Materials and services	10.3.2	16,478	16,450	(28)
Bad and doubtful debts	10.3.3	2	2	0
Depreciation and amortisation	10.3.4	9,430	10,027	597
Borrowing costs	10.3.5	269	226	(43)
Other expenses	10.3.6	2,237	2,199	(38)
Total expenses		47,267	47,886	619



10.3.1 Employee costs (\$0.13 million increase)

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

Employee costs are forecast to increase by 1.0% or \$0.19 million compared to 2016/17 forecast actuals. This increase relates to three key factors:

- Renegotiation of Council's Enterprise Bargaining Agreement (EBA); and
- Anticipated reduction in Disaster Recovery Employee costs as works wind down in 2017/18.

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Chief Executive Office	796	724	72
Corporate Services	3,668	3,025	643
Development and Community Services	7,026	3,981	3,045
Infrastructure and Leisure Services	7,299	6,931	369
Disaster Recovery	192	102	90
Total permanent staff expenditure	18,982	14,762	4,219
Other Staff expenditure	0		
Total expenditure	18,982		
Capitalised labour costs (included in the above)	700		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Chief Executive Office	5.5	5.0	0.5
Corporate Services	36.9	30.4	6.5
Development and Community Services	77.7	44.0	33.7
Infrastructure and Leisure Services	93.5	88.8	4.7
Disaster Recovery	4.7	2.5	2.2
Total	218.3	170.7	47.6
Casuals and other	5.5		
Total staff	223.8		
Capitalised labour costs (inclusive in the above)	8.9		

10.3.2 Materials and services (\$0.03 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. These costs are typically subject to inflationary pressures but due to the impacts of our ongoing business improvement program we are forecasting materials and services to remain flat in 2017/18. The remaining 3 years of the Strategic Resource Plan have inflation factored into the estimates although opportunities for business improvement will be a key focus albeit challenging.

10.3.3 Bad and doubtful debts (Nil movement)

Bad and doubtful debts is projected to remain flat compared to 2016/17.

10.3.4 Depreciation and amortisation (\$0.60 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as Roads, Drains, Buildings, recreational facilities, etc. The increase for 2017/18 is due mainly to the completion of the 2017/18 capital works program and the full year effect of depreciation on the 2016/17 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5 Borrowing costs (\$0.04 million decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

10.3.6 Other expenses (\$0.04 million decrease)

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

Ref	Forecast		Variance
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Cash flows from operating activities	11.1.1		
<i>Receipts</i>			
Rates and charges		29,254	29,438
Statutory fees and fines			
User fees and fines		4,996	5,270
Grants - operating		14,223	9,478
Grants - capital		12,146	10,185
Contributions - monetary			
Interest		0	0
Other receipts		1,064	1,102
		61,682	55,473
			(6,209)
<i>Payments</i>			
Employee costs		(19,003)	(19,727)
Other payments		(18,668)	(18,910)
		(37,670)	(38,637)
			(966)
Net cash provided by operating activities		24,012	16,836
			(7,176)
Cash flows from investing activities	11.1.2		
Payments for property, infrastructure, plant & equip.		(21,452)	(21,637)
Proceeds from sale of property, infrastructure, plant & equipment		269	490
Payments for investments		0	0
Proceeds from investments		0	0
Loans and advances made		0	0
Repayments of loans and advances		0	0
		(21,183)	(21,147)
			37
Cash flows from financing activities	11.1.3		
Finance costs		(269)	(226)
Proceeds from borrowings		0	0
Repayment of borrowings		(799)	(604)
		(1,068)	(830)
			238
Net decrease in cash and cash equivalents		1,761	(5,141)
Cash and cash equivalents at the beginning of the year		14,237	15,998
Cash and cash equivalents at end of the year	11.1.4	15,998	10,857
			(5,141)

11.1.1 Operating activities (\$7.2 million decrease)

The decrease in cash inflows from operating activities is illustrated above in the variance column.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus/(deficit) for the year	14,064	7,542	(6,522)
<u>Operating Cash flows not in Operating Statement</u>			
Movement in Trade & Other Receivables	592	201	(391)
Movement in Trade & Other Payables	4	(456)	(460)
Movement in Provisions	(152)	(745)	(593)
Trust funds and deposits	(1)	(10)	(9)
Share of net profits/(losses) of associates and joint ventures	3	(7)	(10)
Movement in Inventories	(114)	205	319
<u>Non-Cash Operating Statement items</u>			
Contributions - non-monetary	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(83)	(147)	(64)
Depreciation and amortisation	9,430	10,027	597
Borrowing costs	269	226	(43)
Cash flows available from operating activities	24,012	16,836	(7,176)

11.1.2 Investing activities (\$0.0 million increase)

The small increase in payments for investing activities represents another year of an above average level of capital works due to disaster recovery works as disclosed in section 10 of this budget report.

11.1.3 Financing activities (\$0.2 million decrease)

For 2017/18 cash outflows from financing activities continue to decrease as debt continues to retire.

11.1.4 Cash and cash equivalents at end of the year (\$5.1 million decrease)

Overall, total cash and investments are forecast to decrease resulting from the completion of disaster recovery works where a large portion of the funding of that works is held in the opening balance of cash for 2017/18.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$10.86 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2017 \$'000	Budget 2018 \$'000	Variance \$'000
Total cash and investments		15,998	10,857	(5,141)
Restricted cash and investments				
- Statutory reserves	11.2.1	(835)	(901)	(66)
- Conditional Grants Reserves (Carried Forward projects)	11.2.2	(921)	0	921
- Trust funds and deposits		(681)	(671)	10
Unrestricted cash and investments		13,561	9,286	(4,275)
- Contractual reserves	11.2.4	(1,556)	(1,763)	(207)
Unrestricted cash adjusted for discretionary reserves	11.2.5	12,005	7,523	(4,482)

11.2.1 Statutory reserves (\$0.07 million increase)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

11.2.2 Cash held to fund carry forward capital works tied to grants (\$0.92 million decrease)

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is expected that the capital works budget in the 2017/18 financial year will be fully completed. An amount of \$0.92 million is forecast to be held at 30 June 2017 to fund capital works tied to a grant budgeted but not completed in the 2016/17 financial year.

11.2.3 Unrestricted cash and investments (\$4.27 million decrease)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

11.2.4 Contractual reserves (\$0.21 million increase)

These funds are held to meet Council's commitment to the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) under the management agreement for the Port of Apollo Bay. Cash is held on behalf of DEDJTR and this reserve represents the amount cash held under that contract.

11.2.5 Unrestricted cash adjusted for contractual reserves (\$4.48 million decrease)

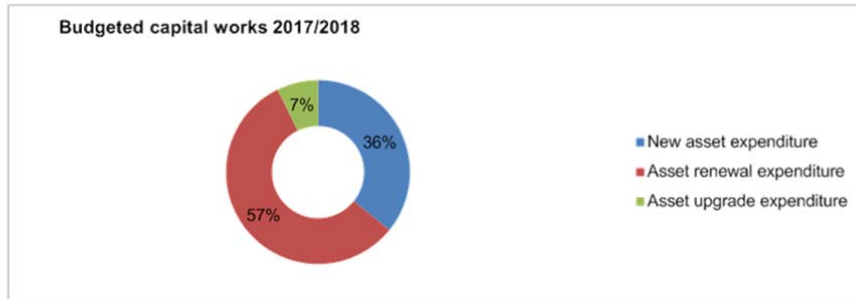
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

12.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Works carried forward	12.1.1			
Property				
Land		0	250	250
Buildings		2,858	4,359	1,501
Total land & Buildings		<u>2,858</u>	<u>4,609</u>	<u>1,751</u>
Total property		<u>2,858</u>	<u>4,609</u>	<u>1,751</u>
Plant and equipment				
Plant, machinery and equipment		1,183	1,583	400
Fixtures, fittings and furniture		185	30	(155)
Computers and telecommunications		265	527	262
Total plant and equipment		<u>1,634</u>	<u>2,140</u>	<u>506</u>
Infrastructure				
Roads		11,793	6,736	(5,057)
Bridges		214	650	436
Footpaths and cycleways		1,045	525	(520)
Drainage		406	3,445	3,039
Other infrastructure		747	1,865	1,118
Total infrastructure		<u>14,205</u>	<u>13,222</u>	<u>2,955</u>
Total works carried forward		<u>18,697</u>	<u>19,970</u>	<u>5,212</u>
New works				
Property	12.1.2			
Land		0	250	250
Buildings		1,559	60	(1,499)
Total land & Buildings		<u>1,559</u>	<u>310</u>	<u>(1,249)</u>
Total property		<u>1,559</u>	<u>310</u>	<u>(1,249)</u>
Plant and equipment	12.1.3			
Plant, machinery and equipment		0	100	100
Fixtures, fittings and furniture		243	207	(36)
Computers and telecommunications		0	0	0
Total plant and equipment		<u>243</u>	<u>307</u>	<u>64</u>
Infrastructure	12.1.4			
Roads		408	574	166
Bridges		0	0	0
Footpaths and cycleways		400	0	(400)
Drainage		0	0	0
Other infrastructure		48	475	427
Total infrastructure		<u>856</u>	<u>1,049</u>	<u>193</u>
Total new works		<u>2,658</u>	<u>1,666</u>	<u>(992)</u>
Total capital works expenditure		<u>21,355</u>	<u>21,637</u>	<u>4,220</u>
Represented by:				
New asset expenditure	12.1.5	1,285	7,755	6,470
Asset renewal expenditure	12.1.5	15,934	12,309	(3,624)
Asset upgrade expenditure	12.1.5	4,136	1,572	(2,564)
Total capital works expenditure		<u>21,355</u>	<u>21,637</u>	<u>282</u>



Source: Section 3. A more detailed listing of capital works is included in Section 6.

12.1.1 Carried forward works (\$1.67 million)

At the end of each financial year there are likely to be projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$1.67 million of capital works will be incomplete and be carried forward into the 2017/18 year.

12.1.2 Property (\$4.92 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2017/18 year, \$4.92 million will be expended on building and building improvement projects. The more significant projects include Apollo Bay Kindergarten relocation costing \$3.09m & the Irrewarra-Beeac Netball Facilities Upgrade costing \$0.18m.

12.1.3 Plant and equipment (\$2.45 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2017/18 year, \$2.45 million will be expended on plant, equipment and other projects. The more significant projects include the light fleet replacement program of \$0.65m and Heavy Plant Replacement program of \$0.9m.

12.1.4 Infrastructure (\$14.27 million)

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

For the 2017/18 year, \$7.3 million will be expended on road projects (of which \$2.5 million is federally funded through the Roads to Recovery program). The more significant projects include sealed road reconstructions (\$2.75 million) and road resheeting (\$1.40 million).

\$3.4 million will be expended on drainage projects. The more significant of these include road drainage improvement works at Wye River/Separation Creek (\$2.2 million) funded by the State Government and \$1.1 million of flood recovery drainage works funded through NDRRA.

\$0.65 million will be expended on Bridges & \$0.53 million on footpaths and cycleways.

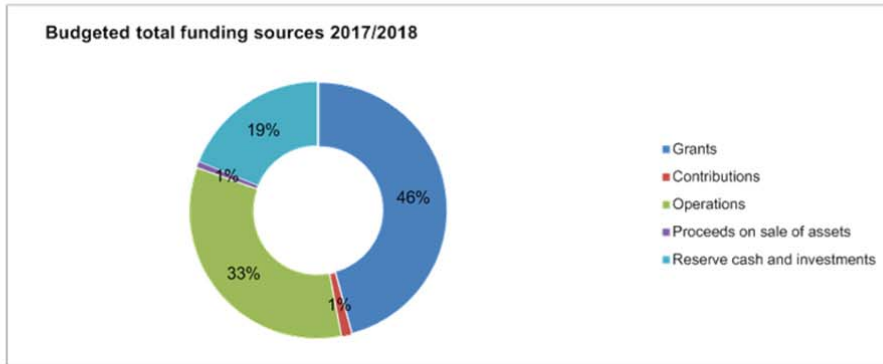
Other infrastructure expenditure (\$2.34 million) includes \$1.95 million on the CBD and entrances project.

12.1.5 Asset renewal (\$12.31 million), New Assets (\$7.76 million) and Upgraded Assets (\$1.57 million)

A distinction is made between expenditure on new assets, asset renewal and upgrade. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

12.2 Funding sources

Sources of funding	Ref	Forecast		
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		0	0	0
Contributions		0	0	0
Borrowings		0	0	0
Council cash				
- operations		0	0	0
- proceeds on sale of assets		0	0	0
- reserve cash and investments		2,658	1,666	(992)
- unrestricted cash and investments		0	0	0
Total works carried forward	12.2.1	2,658	1,666	(992)
New works				
Current year funding				
Grants	12.2.2	12,146	9,909	(2,237)
Contributions		252	259	7
Borrowings			0	0
Council cash				
- operations	12.2.3	5,107	7,239	2,131
- proceeds on sale of assets	12.2.4	269	147	(122)
- reserve cash and investments	12.2.5	923	2,416	1,493
- unrestricted cash and investments	12.2.6	0	0	0
Total new works		18,697	19,970	1,273
Total funding sources		21,355	21,637	282



12.2.1 Carried forward works (\$1.67 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including weather delays and diversion of resources for disaster recovery works. For the 2016/17 year it is forecast that \$1.67 million of capital works will be incomplete and be carried forward into the 2017/18 year.

12.2.2 Grants - Capital (\$9.91 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Roads to Recovery (\$2.49m), \$2.79m for Apollo Bay Kindergarten and \$2.4m for Flood recovery.

12.2.3 Council cash - operations (\$7.24 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$7.24 million will be generated from operations to fund the 2017/18 capital works program.

12.2.4 Council cash - proceeds from sale of assets (\$0.15 million)

Proceeds from sale of assets include motor vehicle sales in accordance with Council’s fleet renewal policy of \$0.15 million.

12.2.5 Reserve cash - reserve cash and investments (\$4.08 million)

Council has some cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as Plant replacement, Saleyards funding and non-specific reserves such as the Matching grants Reserve. For 2017/18 the following are an example of what reserve amounts Council will be using to fund discretionary projects:

- \$1.66m of the carry forward projects reserve to fund Capital projects in 2017/18;
- \$0.12m of the Kerbside Bin Collection reserve to fund the first phase of the waste management contract
- \$1.38m of the Plant Replacement reserve to fund Heavy plant and light fleet replacement;
- \$0.08m of the Plant Replacement reserve to fund the installation of solar panels at the library;
- \$0.03m of the Open Space reserve to fund the upgrade of the Irrewarra-Beeac Netball facilities;
- \$0.12m of the Kerbside Bin Collection reserve to fund the first phase of the waste management contract

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

Ref	Forecast		Variance	
	Actual 2017 \$'000	Budget 2018 \$'000		
Current assets	13.1.1			
Cash and cash equivalents		15,998	10,857	(5,141)
Trade and other receivables		2,075	1,873	(201)
Financial assets		0	0	0
Other assets		255	50	(205)
Total current assets		18,328	12,781	(5,547)
Non-current assets	13.1.1			
Trade and other receivables		0	0	0
Investments in associates and joint ventures		304	311	7
Property, infrastructure, plant and equipment		285,468	296,735	11,267
Intangible assets		46	46	0
Total non-current assets		285,818	297,092	11,274
Total assets		304,146	309,873	5,727
Current liabilities	13.1.2			
Trade and other payables		2,833	2,377	456
Trust funds and deposits		681	671	10
Provisions		5,073	4,487	586
Interest-bearing loans and borrowings		604	649	(45)
Total current liabilities		9,191	8,184	1,007
Non-current liabilities	13.1.2			
Provisions		3,735	3,576	159
Interest-bearing loans and borrowings		3,370	2,721	649
Total non-current liabilities		7,105	6,297	808
Total liabilities		16,296	14,481	1,815
Net assets		287,850	295,392	7,542
Equity	13.1.4			
Accumulated surplus		123,041	135,666	12,625
Reserves		164,809	159,726	(5,083)
Total equity		287,850	295,392	7,542

Source: Section 3

13.1.1 Current Assets (\$5.55 million decrease) and Non-Current Assets (11.27 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease during the year mainly as a result of spending disaster recovery funding and utilisation of the prepaid Federal Assistance Grants.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets relates predominantly to inventories, we are projecting a minimal inventory balance at the end of 2018.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets and the sale of property, plant and equipment.

13.1.2 Current Liabilities (\$1.01 million decrease) and Non Current Liabilities (\$0.81 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease in line with Materials and Services.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to remain flat due to active management of entitlements despite factoring in an increase for Collective Agreement outcomes. Provisions also include a provision for landfill rehabilitation based on a discounted cash flow model.

Interest-bearing loans and borrowings are borrowings of Council. The Council has a goal to reduce debt at every opportunity, as a consequence debt is a continually decreasing balance.

13.1.3 Working Capital (\$4.54 million decrease)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast		Variance
	Actual 2017	Budget 2018	
	\$'000	\$'000	\$'000
Current assets	18,328	12,781	5,547
Current liabilities	9,191	8,184	1,007
Working capital	9,137	4,597	4,540
Restricted cash and investment current assets			
- Statutory reserves	(835)	(901)	66
- Cash used to fund carry forward capital works	(2,658)	(1,666)	(992)
Unrestricted working capital	5,644	2,030	3,614

13.1.4 Equity (\$7.54 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. \$7.54 million of the \$12.63 million increase in accumulated surplus results directly from the surplus for the year. An amount of \$5.09 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Movement in Receivables was assumed to be wholly Rates and Charges based therefore the movement in this item impacts cash flows for Rates and Charges only.
- Movement in Payables was assumed to be wholly Materials and Services based therefore the movement in this item impacts cash flows for Materials and Services only.
- Movement in Receivables is proportionate to the level of the underlying income items (Rates and Charges, Fees & Charges & Other Income).
- Movement in Payables is proportionate to the level of the underlying expense items (Materials and Services and Other Expenses).
- All Capital Works assumed to be completed on average half-way through the year and is depreciated accordingly.
- Movements in Provisions is proportionate to Employee Costs and the changes to the landfill rehabilitation provision.
- Inventories and intangible assets are expected to remain flat from 2017/18 onwards.
- Trust Funds and Deposits have been forecast utilising a historical trend analysis.

Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

14. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Plan development

The Act requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared an SRP for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels;
- Maintain an operating surplus to fund the shire's increasing capital works requirements;
- Undertake a capital works program which maintains Council's assets;
- No new forecast borrowings; and
- Identify new funding opportunities to minimise the reliance on rates & charges.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate obligation;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

14.2 Financial resources

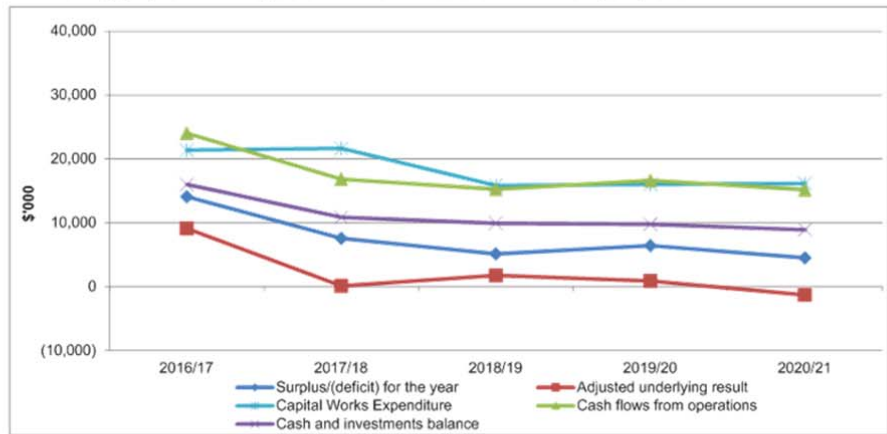
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual	2017/18	Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	14,064	7,542	5,112	6,411	4,509	-
Adjusted underlying result	9,082	124	1,740	871	(1,313)	-
Cash and investments balance	15,998	10,857	9,933	9,752	8,908	-
Cash flows from operations	24,012	16,836	15,240	16,629	15,167	-
Capital works expenditure	21,355	21,637	15,824	15,981	16,140	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments are forecast to decrease over the four year period from \$15.998 million to \$8.91 million, which illustrates the impacts of rate capping when assuming a conservative forecast for future grants.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.0% in line with the current cap.
- **Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period, this is a key underlying principle of the Strategic Resource Plan. As can be seen by the key items above, maintaining services in a rate capping environment with modest grant levels are expected to put a strain on Council's cash.
- **Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$3.37 million to \$1.24 million over the four year period. This includes no new borrowings and a significant retirement of debt in the 2019/20 financial year.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$69.58 million at an average of \$17.4 million. This average is slightly inflated by the extra disaster recovery works in 2017/18.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website. Note the Council's Rating Strategy is due to expire 31 December 2017 and is currently being reviewed and this review will include an extensive community consultation.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for approximately 50% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Colac Otway community.

15.2 Future rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017, and proposed rate caps set by the State Government.

Year	General Rate Increase %	Municipal Charge Increase %	Fortnightly Kerbside Charge Increase %	Weekly Kerbside Charge Increase %	Total Rates Raised \$'000
2016/17	2.50	2.50	2.50	2.50	28,789
2017/18	1.69	1.68	2.00	2.00	29,238
2018/19	2.00	2.00	2.00	2.00	29,823
2019/20	2.00	2.00	2.00	2.00	30,419
2020/21	2.00	2.00	2.00	2.00	31,028

NB The above % increases are made up of the cap increase plus the additional revenue due to an increase in rateable properties*

15.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values which form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council is in the process of reviewing its rating structure and will consider this approach for its ongoing appropriateness.

The existing rating structure comprises six differential rates (see below). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. The differential Rates for each category are as follows:

<u>Differential Category</u>	<u>Differential rate</u>
Commercial/Industrial - BOS	140%
Commercial/Industrial - Colac	165%
Holiday Rental	100%
Residential - BOS	85%
Residential - Colac	100%
Rural Farm	77%

Council also levies a municipal charge and a kerbside collection charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 7 Rates and Charges.

Rate type	How applied	2016/17	2017/18	Total Raised 2017/18	Change
Commercial/Industrial - BOS	Cents/\$ CIV	0.006118	0.006191	1,054,297	1.2%
Commercial/Industrial - Colac	Cents/\$ CIV	0.00721	0.007297	2,080,993	1.2%
Holiday Rental	Cents/\$ CIV	0.00437	0.004422	1,069,118	1.2%
Residential - BOS	Cents/\$ CIV	0.003714	0.003759	7,467,665	1.2%
Residential - Colac	Cents/\$ CIV	0.00437	0.004422	6,327,592	1.2%
Rural Farm	Cents/\$ CIV	0.003452	0.003405	5,714,531	(1.4)%
Tirrengower Drainage Scheme	\$/ Hectare	\$2.50	\$2.50	21,063	0.0%
Municipal charge	\$/ property	\$182.45	\$184.64	2,632,958	1.2%
Weekly Kerbside collection	\$/ property	\$292	\$298	2,869,982	2.0%
Fortnightly Kerbside collection	\$/ property	\$194	\$198		2.0%

Council previously adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used (currently under review).

16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 14), borrowings were identified as an important funding source for capital works programs. In the past, Council has at times borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With continued constraints around Council's ability to raise income, it may be necessary to reconsider the issue of borrowings. As such Council will review the Debt Strategy in the coming months.

For the 2017/18 year, Council has decided not to take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$0.6 million, will reduce its total borrowings to \$3.37 million as at 30 June 2018. It is worth noting in 2019/20 over \$1m is forecast to be repaid including a one-off \$0.5m bond repayment, to fund this payment an amount of \$0.1m per year for 5 years has been set aside to ensure the appropriate cash flow exists in the 2019/20 financial year.

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

	2016/17	2017/18
	\$'000	\$'000
Total amount borrowed as at 30 June of the prior year	4,773	3,974
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	(799)	(604)
Total amount of borrowings as at 30 June	3,974	3,370

16.2 Infrastructure

The Council has developed an Asset Management Plan based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The plan has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes;
- Identification of capital projects through the preparation of asset management plans;
- Prioritisation of capital projects within classes on the basis of evaluation criteria;
- Methodology for allocating annual funding to classes of capital projects.

A key objective of the Asset Management Plan is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Asset Management Plan. While the Asset Management Plan is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs and the above graph indicates asset renewal is being addressed, the SRP illustrates the impacts on Council's cash and underlying result position in order to maintain the shires renewal requirements.

In updating the Asset Management Plan for the 2017/18 year, the following influences have had a significant impact:

- Resources committed to undertaking the remaining Disaster Recovery works.
- Future planning for disaster recovery to ensure we learn from our recent experiences.
- Availability of Federal funding for upgrade of roads.
- Availability of certain government grants programs such as the Victorian Grants Commissions grants.
- The enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Summary of funding sources				
	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	21,354.9	12,146.0	0.3	9,208.5	0
2017/18	21,636.5	10,184.9	0.5	11,451.1	0
2018/19	15,823.9	7,448.8	0.5	8,374.6	0
2019/20	15,981.1	7,522.8	0.5	8,457.9	0
2020/21	16,140.0	8,672.5	0.5	7,467.0	0

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to open space investment and unspent Home and Community Care packages. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 15.) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

There are a number of specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

16.3.1 Service Reviews

Council has identified the importance of ensuring services to the community are delivered in the most efficient and effective way possible. The key principles underpinning any review of services would be as follows:

- Is Council the most appropriate source of these services?
- What alternative providers are available in the market?
- The degree of importance of the service to the community
- If the service is a priority for Council to provide, what is the appropriate level of service?
- Is the service being delivered in the most efficient and effective manner?
- Is the service to be delivered on a cost neutral basis or subsidised by Council?

16.3.2 Aged & Disability Services

As the National Disability and Insurance Scheme (NDIS) takes effect and various services transition to this program, we will see more funded services move from Council therefore decreasing both Grants and Materials & Services/Employee costs.

16.3.3 Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation undertaken as at 1 January 2018 is in its first stages with costs budgeted for in 2017/18.

16.3.4 Waste Management Contract review

The Waste Management contract is set for renewal in 2019/20 financial year. Being Council's largest contract this will be an involved and detailed review and has a significant impact on one of the key services we provide our community. Accordingly funding of \$0.06m has been set aside in the 2017/18 budget for the first phase of this review.

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Adjusted		
	Surplus (Deficit) for the year \$'000	Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2016/17	14,064	9,082	(20,621)
2017/18	7,542	124	(18,984)
2018/19	5,112	1,740	(15,308)
2019/20	6,411	871	(16,927)
2020/21	4,509	(1,313)	(15,348)

Appendix A Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect of various goods and services provided during the 2017/18 year.

Description	Council /Statutory	GST %	2016/2017 Fee incl. Tax	2017/2018 Fee incl. Tax
Corporate Services				
Financial Services				
Council Properties (per annum)				
Apollo Bay Newsheet				
Apollo Bay News Sheet	C	10	\$850.72	\$885.00
Land Information Certificate				
Land Information Certificate	S	0	\$24.80	\$25.40
Replacement Rate Notice				
Replacement Rate Notice	C	0	\$25.00	\$25.00
Payment Dishonour Fee (All Other)				
Admin Fee	C	10	\$25.00	\$26.00
Payment Dishonour Fee (Direct Debit)				
Admin Fee	C	10	\$10.00	\$10.50
Governance				
Freedom of Information (per application)				
Freedom of Information (per application)	S	0	\$27.90	\$27.90
Printing and Photocopying				
A3 sheet				
A3 sheet	C	10	\$0.40	\$0.40
A4 sheet				
A4 sheet	C	10	\$0.20	\$0.20
Coloured copy – A3 sheet				
Coloured copy – A3 sheet	C	10	\$2.00	\$2.00
Coloured copy – A4 sheet				
Coloured copy – A4 sheet	C	10	\$1.00	\$1.00
Record Search Fee				
Discovery Fee - Per Hour				
Discovery Fee - Per Hour	C	10	\$50.00	\$65.00
Annual Report				
Hard Copy of Annual Report				
Cost per copy	C	10	\$20.00	\$20.00
Waste Management				
Waste Management Additional Service Charge/Bin				
240 litre garbage additional service charge/bin				
240 litre garbage additional service charge/bin	C	10	\$266.00	\$271.00
240 litre organic additional service charge/bin				
240 litre organic additional service charge/bin	C	10	\$128.00	\$130.50
240 litre recycle additional service charge/bin				
240 litre recycle additional service charge/bin	C	10	\$77.00	\$78.50
Set 3 new bins new property				
Set 3 new bins new property	C	10	\$0.00	\$0.00
Upgrade to 240litre Garbage Bin				
Upgrade to 240litre Garbage Bin	C	10	\$205.00	\$209.00
Upgrade to 360ltr Recycling bin				
Upgrade to 360ltr Recycling bin	C	10	\$0.00	\$39.25
All waste receival sites				
Car bodies				
Car bodies	C	10	\$67.00	\$68.00
Chemical drums				
Chemical drums (each)	C	10	\$1.10	\$1.10
Commercial fully co-mingled recyclables				
Commercial fully co-mingled recyclables (per m3)	C	10	\$14.25	\$14.50
Commercial fully co-mingled recyclables (per tonne)			\$60.00	\$61.00
Mattresses each				
Mattresses each	C	10	\$24.00	\$24.50
Putrescibles (incl mixed rubbish)				
Putrescibles (incl mixed rubbish) per m3	C	10	\$60.00	\$61.00
Putrescibles (incl mixed rubbish) 1st 240 ltr bin or less	C	10	\$10.00	\$10.20
Putrescibles (incl mixed rubbish) 2nd 240 litre bin	C	10	\$15.00	\$15.50
Putrescibles (incl mixed rubbish) per tonne	C	10	\$280.00	\$285.00
Steel scrap				
Steel scrap (per M3)	C	10	\$11.00	\$11.50
Steel scrap (per Tonne)	C	10	\$41.00	\$41.50
Tree pruning's				
Tree pruning's (per M3)	C	10	\$38.00	\$38.50
Tree pruning's (per Tonne)	C	10	\$132.00	\$134.50
TV & Monitors				
TV & Monitors	C	10	\$10.00	\$10.50
Tyres				
Car	C	10	\$7.50	\$8.00
Car on rim	C	10	\$14.00	\$14.50
Commercial batteries each (more than 2)	C	10	\$6.10	\$6.50
Light truck	C	10	\$16.00	\$16.50
Tractor 1-2m	C	10	\$210.00	\$215.00

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fee incl. Tax	Fee incl. Tax
Tractor up to 1m	C	10	\$100.00	\$102.00
Truck	C	10	\$45.00	\$46.00
Waste disposal tickets				
10 tickets(up to 240lt bin)	C	10	\$68.00	\$70.00
25 tickets (up to 240lt bin)	C	10	\$146.00	\$150.00
Kerbside Bin Fees				
120 litre garbage (bin only)				
120 litre garbage (bin only)	C	10	\$74.00	\$75.50
120 litre organic (bin only)				
120 litre organic (bin only)	C	10	\$74.00	\$75.50
120 litre recycle (bin only)				
120 litre recycle (bin only)	C	10	\$74.00	\$75.50
240 litre garbage (bin only)				
240 litre garbage (bin only)	C	10	\$79.00	\$80.00
240 litre organic (bin only)				
240 litre organic (bin only)	C	10	\$79.00	\$80.00
240 litre recycle (bin only)				
240 litre recycle (bin only)	C	10	\$79.00	\$80.00
Bin change over fee (all bins)				
Bin change over fee (all bins)	C	10	\$31.00	\$32.00
Lost or stolen bins – 120/240 litre				
Lost or stolen bins – 120/240 litre	C	10	\$54.00	\$55.00
Other				
Safe waste bin locks	C	10	\$0.00	\$6.50
Tourist Bags (red and yellow) per pair	C	10	\$0.00	\$10.00
Infrastructure & Leisure Services				
Aerodrome Landing Fees				
Apollo Bay (per landing)				
Apollo Bay (per landing)	C	10	\$10.50	\$11.00
Apollo Bay (per landing per tonne)	C	10	N/A	\$0.00
Apollo Bay overnight parking fee	C	10	N/A	\$0.00
Colac (per landing)				
Colac (per landing)	C	10	\$10.50	\$11.00
Colac (per landing per tonne)	C	10	N/A	\$0.00
Colac overnight parking fee	C	10	N/A	\$0.00
Apollo Bay Harbour				
Fixed mooring (annual)				
Fixed mooring (annual)	C	10	\$1,860.00	\$1,916.00
Itinerant Berth (daily) based on vessel length				
more than 10m but less than 15m	C	10	\$26.00	\$27.00
more than 15m but less than 20m	C	10	\$31.00	\$32.00
more than 20m but less than 25m	C	10	\$38.00	\$39.00
more than 25m but less than 30m	C	10	\$62.00	\$64.00
more than 30m	C	10	\$124.00	\$128.00
Marina keys (per key)				
Marina keys (per key) (including replacement)	C	10	\$26.00	\$27.00
Swing mooring (annual)				
Swing mooring (annual)	C	10	\$123.50	\$127.00
Swing mooring establishment				
Swing mooring establishment	C	10	\$199.00	\$205.00
Other Harbour Fees - based on Vessel Length				
Slipping Fee by vessel Length				
10	C	10	\$184.50	\$190.00
10.2	C	10	\$191.50	\$197.00
10.4	C	10	\$199.00	\$205.00
10.6	C	10	\$207.00	\$213.00
10.8	C	10	\$214.00	\$220.00
11	C	10	\$215.00	\$221.00
11.2	C	10	\$228.50	\$235.00
11.4	C	10	\$236.00	\$243.00
11.6	C	10	\$244.00	\$251.00
11.8	C	10	\$250.00	\$258.00
12	C	10	\$259.50	\$267.00
12.2	C	10	\$266.00	\$274.00
12.4	C	10	\$274.00	\$282.00
12.6	C	10	\$280.00	\$288.00
12.8	C	10	\$288.50	\$297.00
13	C	10	\$295.50	\$304.00
13.2	C	10	\$303.00	\$312.00
13.4	C	10	\$310.00	\$319.00
13.6	C	10	\$316.00	\$325.00
13.8	C	10	\$325.50	\$335.00
14	C	10	\$331.50	\$341.00
14.2	C	10	\$342.00	\$352.00
14.4	C	10	\$353.00	\$364.00
14.6	C	10	\$363.00	\$374.00
14.8	C	10	\$373.00	\$384.00
15	C	10	\$384.00	\$396.00

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fpp incl. Tax	Fpp incl. Tax
15.2	C	10	\$393.50	\$405.00
15.4	C	10	\$403.00	\$415.00
15.6	C	10	\$413.00	\$425.00
15.8	C	10	\$423.50	\$436.00
16	C	10	\$433.50	\$447.00
16.2	C	10	\$444.00	\$457.00
16.4	C	10	\$454.00	\$468.00
16.6	C	10	\$464.50	\$478.00
16.8	C	10	\$474.00	\$488.00
17	C	10	\$484.00	\$499.00
17.2	C	10	\$494.50	\$509.00
17.4	C	10	\$505.00	\$520.00
17.6	C	10	\$498.31	\$513.00
17.8	C	10	\$525.50	\$541.00
18	C	10	\$535.50	\$552.00
18.2	C	10	\$548.00	\$564.00
18.4	C	10	\$560.00	\$577.00
18.6	C	10	\$575.00	\$592.00
18.8	C	10	\$587.00	\$605.00
19	C	10	\$599.50	\$617.00
19.2	C	10	\$613.00	\$631.00
19.4	C	10	\$625.00	\$644.00
19.6	C	10	\$638.50	\$658.00
19.8	C	10	\$651.00	\$671.00
20	C	10	\$664.50	\$684.00
24	C	10	\$921.00	\$949.00
Storage Fee (Per Day) by vessel length				
10	C	10	\$46.50	\$48.00
10.2	C	10	\$50.50	\$52.00
10.4	C	10	\$53.50	\$55.00
10.6	C	10	\$58.00	\$60.00
10.8	C	10	\$62.00	\$64.00
11	C	10	\$66.00	\$68.00
11.2	C	10	\$70.00	\$72.00
11.4	C	10	\$74.00	\$76.00
11.6	C	10	\$77.00	\$79.00
11.8	C	10	\$81.50	\$84.00
12	C	10	\$84.50	\$87.00
12.2	C	10	\$90.00	\$93.00
12.4	C	10	\$93.00	\$96.00
12.6	C	10	\$96.00	\$99.00
12.8	C	10	\$102.00	\$105.00
13	C	10	\$105.00	\$108.00
13.2	C	10	\$108.00	\$111.00
13.4	C	10	\$112.50	\$116.00
13.6	C	10	\$115.50	\$119.00
13.8	C	10	\$120.50	\$124.00
14	C	10	\$123.50	\$127.00
14.2	C	10	\$126.50	\$130.00
14.4	C	10	\$132.00	\$136.00
14.6	C	10	\$136.00	\$140.00
14.8	C	10	\$140.00	\$144.00
15	C	10	\$143.00	\$147.00
15.2	C	10	\$146.00	\$150.00
15.4	C	10	\$151.50	\$156.00
15.6	C	10	\$149.35	\$154.00
15.8	C	10	\$158.50	\$163.00
16	C	10	\$163.00	\$168.00
16.2	C	10	\$167.00	\$172.00
16.4	C	10	\$171.00	\$176.00
16.6	C	10	\$175.00	\$180.00
16.8	C	10	\$178.00	\$183.00
17	C	10	\$182.50	\$188.00
17.2	C	10	\$185.50	\$191.00
17.4	C	10	\$189.50	\$195.00
17.6	C	10	\$193.50	\$199.00
17.8	C	10	\$198.00	\$204.00
18	C	10	\$202.00	\$208.00
18.2	C	10	\$205.00	\$211.00
18.4	C	10	\$209.00	\$215.00
18.6	C	10	\$213.00	\$219.00
18.8	C	10	\$216.50	\$223.00
19	C	10	\$220.50	\$227.00
19.2	C	10	\$224.50	\$231.00
19.4	C	10	\$230.00	\$237.00
19.6	C	10	\$233.00	\$240.00
19.8	C	10	\$236.00	\$243.00
20	C	10	\$240.00	\$247.00
Asset Management				
Asset Protection Permit Fee				
Asset Protection Permit Fee	C	0	\$140.00	\$145.00
Checking of Engineering Plans				
Checking of Engineering Plans	S	0	0.75%	0.75%
Design Fee				

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fee incl. Tax	Fee incl. Tax
In house	C	0	10.00%	10.00%
External design - Supervision fee	C	0	20.00%	20.00%
External design work	C	0	At cost	At cost
Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)				
Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)	S	0	\$62.56	\$65.40
Special Charge Scheme				
Contract administration	C	0	2.50%	2.50%
Scheme administration	C	0	3.00%	3.00%
Supervision of Sub-division Works				
(% of estimated cost of constructing works proposed)	S	0	2.50%	2.50%
Local Road (speed at any time is greater than 50 kph)				
Minor Works				
Conducted on any part of the roadway, shoulder or pathway (11.5 units) - Cost per fee unit	S	0	\$160.31	\$163.53
Not conducted on any part of the roadway, shoulder or pathway (5 units) - Cost per fee unit	S	0	\$69.70	\$71.10
Works on Roads (works other than minor works)				
Conducted on any part of the roadway, shoulder or pathway (25 units) - Cost per fee unit	S	0	\$348.50	\$355.50
Not conducted on any part of the roadway, shoulder or pathway (25 units) - Cost per fee unit	S	0	\$348.50	\$355.50
Local Road (speed at any time is not more than 50kph)				
Minor Works				
Conducted on any part of the roadway, shoulder or pathway (11.5 units) - Cost per fee unit	S	0	\$160.31	\$163.53
Not conducted on any part of the roadway, shoulder or pathway (5 units) - Cost per fee unit	S	0	\$69.70	\$71.10
Works on Roads (works other than minor works)				
Conducted on any part of the roadway, shoulder or pathway (20 units) - Cost per fee unit	S	0	\$278.80	\$284.40
Not conducted on any part of the roadway, should or pathway (5 units) - Cost per fee unit	S	0	\$69.70	\$71.10
Bluewater Fitness Centre				
Aquatic – Daily Charges				
Combo Swim Spa Sauna Stadium (SSSS)				
Adult	C	10	\$10.90	\$11.50
Concession	C	10	\$9.00	\$9.50
Pool or spa or steam room or stadium				
Adult	C	10	\$6.20	\$6.50
Child	C	10	\$4.30	\$4.50
Competitor Entry Adult	C	10	\$1.00	\$3.00
Competitor Entry Child	C	10	\$1.00	\$2.00
Concession	C	10	\$5.10	\$5.30
Family	C	10	\$18.90	\$19.50
Parent/Toddler	C	10	\$5.10	\$5.30
School Group	C	10	\$4.30	\$4.50
Aqua Membership (Aquatics Only)				
Adult				
12 months	C	10	\$532.00	\$555.00
Direct Debit	C	10	\$20.50	\$21.50
Child				
12 months	C	10	\$372.00	\$390.00
Direct Debit	C	10	\$14.30	\$15.00
Concession				
12 months	C	10	\$439.00	\$455.00
Direct Debit	C	10	\$16.90	\$17.60
Family				
12 months	C	10	\$798.00	\$825.00
Direct Debit	C	10	\$30.70	\$32.00
Crèche				
Member - BWFC				
Child 1 hr (per hour)	C	10	\$5.30	\$5.50
Family 1 hr (per hour)	C	10	\$9.50	\$10.00
10 Multi Visit Pass (Visit per Hour)	C	10	\$0.00	\$50.00
30 Multi Visit Pass (Visit per Hour)	C	10	\$0.00	\$140.00
Non-member - BWFC				
Child 1 hr	C	10	\$8.50	\$10.00
Family 1 hr	C	10	\$15.20	\$18.00
Health Club & Group Fitness				
Casual				
Fitness Assessment (45 min)	C	10	\$53.00	\$55.00
Casual Entry				
Adult	C	10	\$12.30	\$12.80
Concession	C	10	\$10.10	\$10.50
Group entry (schools)	C	10	\$6.80	\$7.00
Senior Programs	C	10	\$6.80	\$7.00
Personal Training				
1 session group training	C	10	\$72.00	\$75.00
1 session personal training (45 min)	C	10	\$53.00	\$55.00
10 ticket group training	C	10	\$612.00	\$635.00

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fpp incl. Tax	Fpp incl. Tax
10 ticket personal training	C	10	\$451.00	\$470.00
5 ticket group training	C	10	\$324.00	\$340.00
5 ticket personal training	C	10	\$239.00	\$250.00
Platinum Membership (Full Centre)				
Adult				
12 months	C	10	\$794.00	\$820.00
Direct Debit	C	10	\$30.50	\$31.50
Concession				
12 months	C	10	\$655.00	\$680.00
Direct Debit	C	10	\$25.20	\$26.20
Family				
12 months	C	10	\$1,190.00	\$1,240.00
Direct Debit	C	10	\$45.80	\$48.00
Gold Membership (Gym Only)				
Adult				
12 months	C	10	\$704.00	\$730.00
Direct Debit	C	10	\$27.10	\$28.30
Concession				
12 months	C	10	\$580.00	\$605.00
Direct Debit	C	10	\$22.30	\$23.10
Family				
12 months	C	10	\$1,055.00	\$1,100.00
Direct Debit	C	10	\$40.60	\$42.50
Membership Fee				
Direct Debit Joining Fee				
Adult				
12 months	C	10	\$46.00	\$48.00
Concession				
12 months	C	10	\$38.00	\$40.00
Family				
12 months	C	10	\$69.00	\$72.00
Swim School				
12 months	C	10	\$14.00	\$15.00
Multipass				
Adult				
10 ticket platinum	C	10	\$111.00	\$115.00
10 ticket aqua	C	10	\$55.80	\$58.00
30 ticket platinum	C	10	\$314.00	\$325.00
30 ticket aqua	C	10	\$158.00	\$165.00
Concession				
10 ticket aqua	C	10	\$46.00	\$48.00
10 ticket platinum	C	10	\$91.00	\$95.00
30 ticket platinum	C	10	\$259.00	\$270.00
30 ticket aqua	C	10	\$130.00	\$135.00
Other Charges				
Casual Inflatable				
Family Pass				
12 months	C	10	\$21.00	\$22.00
Single Pass				
12 months	C	10	\$6.50	\$6.80
Upgrade from Swim				
12 months	C	10	\$3.00	\$3.10
Inflatable Hire				
Inflatable Hire				
12 months	C	10	\$90.00	\$95.00
Instructor hire/hr aquatic or dry				
Instructor Hire				
12 months	C	10	\$55.50	\$60.00
Pool party per child				
Pool Party				
12 months	C	10	\$12.00	\$12.50
Swim School				
30 min 1 on 1				
Swim School				
12 months	C	0	\$41.00	\$43.00
30 min group lesson				
Swim School				
12 months	C	0	\$12.40	\$12.80
Family Discount				
Discount for 3 or more children enrolled				
12 months	C	0	\$(18.00)	\$(18.00)
Membership				
Direct Debit dishonour				
12 months	C	0	\$21.50	\$21.50
Schools Instructor Charge				
Instructor Charge				
12 months	C	0	\$55.50	\$60.00
Schools Swim & Survive Program Entry				
Program Entry				
12 months	C	0	\$3.30	\$3.40
Venue Hire				
Pool Hire				
Lane hire/hr (during normal operating hrs)				
12 months	C	10	\$22.50	\$23.50
Whole pool ½ day<4 hrs (during normal operating hours)				
12 months	C	10	\$338.00	\$350.00
Whole pool full day 4+ hrs (during normal operating hours)				
12 months	C	10	\$506.00	\$525.00
Program Pool Hire - half pool per hr				
12 months	C	10	\$33.00	\$34.00
Program Pool Hire -full pool per hr				
12 months	C	10	\$55.00	\$57.00
Additional Lifeguard Hire (per hour)				
12 months	C	10	\$40.00	\$42.00
Commercial Room Hire				
Program Room Single				
12 months	C	10	\$36.50	\$38.00
Program Room Double				
12 months	C	10	\$55.00	\$57.00
Meeting Room				
Community Room Hire				
Program Room Single				
12 months	C	10	\$25.60	\$26.50
Program Room Double				
12 months	C	10	\$38.50	\$40.00
Meeting Room				
12 months	C	10	\$25.60	\$26.50
Stadium Hire				

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fpp incl. Tax	Fpp incl. Tax
All day hire	C	10	\$516.00	\$600.00
Off Peak court hire/hr	C	10	\$36.80	\$38.00
Peak court hire/hr	C	10	\$43.00	\$45.00
Apollo Bay Leisure Centre Charges				
Pool or spa or steam room or stadium				
Adult	C	10	\$6.00	\$6.00
Concession	C	10	\$5.10	\$5.10
Child	C	10	\$4.30	\$4.30
Family	C	10	\$18.90	\$18.90
Season Pass Adult	C	10	\$170.00	\$170.00
Season Pass Concession	C	10	\$128.00	\$128.00
Season Pass Family	C	10	\$275.00	\$275.00
Stadium Casual Entry	C	10	\$5.10	\$5.10
Stadium Hire	C	10	\$36.80	\$36.80
COPACC				
Auditorium 1 - 4 Hour Minimum Hire				
Commercial Hire				
4 Hour Hire	C	10	\$980.00	\$1,000.00
8 Hour Hire	C	10	\$1,450.00	\$1,480.00
Additional Hour	C	10	\$130.00	\$132.00
Hourly penalty	C	10	\$200.00	\$200.00
Community Groups, Schools & Council From Colac Otway				
4 Hour Hire	C	10	\$725.00	\$740.00
8 Hour Hire	C	10	\$1,080.00	\$1,100.00
Additional Hour	C	10	\$105.00	\$107.00
Hourly penalty	C	10	\$150.00	\$150.00
Catering				
Catering				
Tablecloth Hire - COPACC Black - per cloth	C	10	\$10.00	\$11.00
Tea, Coffee & Mints - All Day - per head	C	10	\$3.25	\$3.50
Juice - Apple/Orange per Jug	C	10	\$6.00	\$6.50
Civic Hall				
Commercial Hire				
4 Hour Hire	C	10	\$470.00	\$480.00
8 Hour Hire	C	10	\$725.00	\$740.00
Additional Hour	C	10	\$85.00	\$87.00
Community From Colac Otway				
4 Hour Hire	C	10	\$395.00	\$405.00
8 Hour Hire	C	10	\$620.00	\$630.00
Additional Hour	C	10	\$75.00	\$77.00
Equipment Hire				
Equipment Hire				
Projector Hire - Epson 11K (per day)	C	10	\$0.00	\$200.00
Projector Hire - Epson 11K (per week)	C	10	\$0.00	\$500.00
Projector Hire - NEC 4.5K (per day)	C	10	\$82.00	\$85.00
Projector Hire - Meeting Rooms per unit (per day)	C	10	\$26.00	\$27.00
Haze Machine - Daily	C	10	\$40.00	\$40.00
Haze Machine - Weekly	C	10	\$100.00	\$100.00
Mirror Ball	C	10	\$77.00	\$80.00
PA System - Advanced	C	10	\$250.00	\$255.00
PA System - Basic	C	10	\$100.00	\$105.00
PA System - Meeting Room (Fixed)	C	10	\$25.00	\$26.00
Portable Stage - Flat Stage	C	10	\$200.00	\$210.00
Portable Stage - Large Tiered Seating	C	10	\$1,200.00	\$1,200.00
Portable Stage - Small Tiered Seating	C	10	\$800.00	\$800.00
Wireless Microphone - per additional day	C	10	\$25.00	\$26.00
Wireless Microphone - per day	C	10	\$50.00	\$51.00
Green Room				
Commercial Hire				
After Hours	C	10	\$67.00	\$68.00
Hourly Rate	C	10	\$41.00	\$42.00
Community From Colac Otway				
After Hours	C	10	\$59.00	\$58.00
Hourly Rate	C	10	\$28.00	\$29.00
Kitchen Hourly Rate				
Commercial Hire				
After Hours & Weekends	C	10	\$67.00	\$68.00
Between 8:30 & 5pm (Mon-Fri)	C	10	\$52.00	\$53.00
Community From Colac Otway				
After Hours & Weekends	C	10	\$59.00	\$60.00
Between 8:30 & 5pm (Mon-Fri)	C	10	\$28.00	\$29.00
Labour Charges				
Hourly Rate				
Event staff - First 8 Hours (per hour)	C	10	\$62.00	\$63.50
Event staff - Additional Hour (per hour)	C	10	\$83.00	\$85.00
Technical staff - First 8 Hours (per hour)	C	10	\$62.00	\$63.50
Technical staff - Additional Hour (per hour)	C	10	\$83.00	\$85.00
Meeting Room/s Hourly Rate				

Description	Council /Statutory	GST %	2016/2017 Fpp incl. Tax	2017/2018 Fpp incl. Tax
Commercial Hire				
Double Room (After Hours)	C	10	\$88.00	\$90.00
Double Room (Between 8:30 & 5pm)	C	10	\$67.00	\$68.00
Single Room (After Hours)	C	10	\$67.00	\$68.00
Single Room (Between 8:30 & 5pm)	C	10	\$46.00	\$47.00
Community From Colac Otway				
Double Room (After Hours)	C	10	\$78.00	\$80.00
Double Room (Between 8:30 & 5pm)	C	10	\$57.00	\$58.00
Single Room (After Hours)	C	10	\$57.00	\$58.00
Single Room (Between 8:30 & 5pm)	C	10	\$36.00	\$37.00
Other Charges				
Commercial Hire				
Admin Fee	C	10	\$165.00	\$180.00
Grand Piano	C	10	\$100.00	\$102.00
Major Cleaning	C	10	\$210.00	\$215.00
Minor Cleaning	C	10	\$155.00	\$160.00
Piano Tuning	C	10	\$260.00	\$260.00
Test & Tag Services - per item	C	10	\$0.00	\$10.00
Community Groups, Schools & Council From Colac Otway				
Admin Fee	C	10	\$165.00	\$180.00
Grand Piano - Free of charge	C	10	\$0.00	\$0.00
Major Cleaning	C	10	\$210.00	\$215.00
Minor Cleaning	C	10	\$155.00	\$160.00
Piano Tuning	C	10	\$260.00	\$260.00
Test & Tag Services - per item	C	10	\$0.00	\$10.00
Public Gallery Exhibition & Display Hire Charges				
Exhibition				
Exhibition - % Commission	C	10	10.0%	10.0%
Public Gallery Hourly Rate For Meeting & Convention				
Commercial Hire				
After Hours	C	10	\$67.00	\$68.00
Between 8:30 & 5pm	C	10	\$46.00	\$47.00
Community From Colac Otway				
After Hours	C	10	\$57.00	\$58.00
Between 8:30 & 5pm	C	10	\$36.00	\$37.00
Rehearsal Room Hourly Rate				
Commercial Hire				
After Hours	C	10	\$67.00	\$68.00
Between 8.30 & 5pm	C	10	\$46.00	\$47.00
Community From Colac Otway				
After Hours	C	10	\$57.00	\$58.00
Between 8.30 & 5pm	C	10	\$36.00	\$37.00
Roll Over (pre event set up)				
Commercial Hire				
All Day Prior	C	10	\$165.00	\$170.00
Evening Prior	C	10	\$105.00	\$110.00
Community From Colac Otway				
All Day Prior	C	10	\$135.00	\$140.00
Evening Prior	C	10	\$80.00	\$85.00
Development & Community Services				
Economic Development & Events				
Colac Livestock Selling Centre				
Agents (with leased office space) special sale				
Agents special sale	C	10	\$200.00	\$200.00
Agents (with leased office space) weekly fee				
Agents weekly fee	C	10	\$200.00	\$200.00
Agents (without office space) per sale fee				
Agents sale fee	C	10	N/A	\$500.00
All horses				
All horses	C	10	\$17.60	\$17.60
All other cattle				
All other cattle	C	10	\$13.50	\$13.50
Annual licence and rental				
Annual licence and rental	C	10	\$2,377.60	\$2,377.60
Bobby calves				
Bobby calves	C	10	\$5.90	\$5.90
Bulls flat rate				
Bulls flat rate	C	10	\$18.60	\$18.60
Cows and calves weigh fee				
>5 animals	C	10	\$3.50	\$3.50
1 animal	C	10	\$4.80	\$4.80
2-4 animals	C	10	\$4.10	\$4.10
Dairy cattle				
Dairy cattle	C	10	\$13.50	\$13.50
Pigs				
Pigs	C	10	\$3.50	\$3.50
Private weigh				
Private weigh	C	10	\$5.90	\$5.90
Sheep and lambs				

Description	Council /Statutory	GST %	2016/2017 Fpp incl. Tax	2017/2018 Fpp incl. Tax
Sheep and lambs	C	10	\$1.10	\$2.20
Stud cattle				
Stud cattle	C	10	\$18.60	\$18.60
Weighed cattle				
Weighed cattle	C	10	\$13.50	\$13.50
Other miscellaneous fees				
Truck wash per minute	C	10	\$1.00	\$1.10
Small bale of Hay	C	10	\$8.00	\$10.00
Office rental	C	10	\$385.00	\$385.00
Adjustment for cattle per day per beast	C	10	\$3.00	\$4.00
Environment & Community Safety				
Animal Control - Effective from 10 April 2015				
Registration				
All other (refer Sch 2 of Domestic Animal Act 1994)	C	0	\$38.00	\$40.00
Cat registration – full	C	0	\$105.00	\$110.00
Cat registration – micro chipped and de-sexed	C	0	\$18.00	\$20.00
Cat registration – micro chipped only (reduced fee for microchipping only applies to cats registered prior to 2014)	C	0	\$33.00	\$35.00
Dog registration – full	C	0	\$115.00	\$125.00
Dog registration – micro chipped and de-sexed	C	0	\$24.00	\$25.00
Dog registration – micro chipped only (reduced fee for microchipping only applies to dogs registered prior to 2014)	C	0	\$37.00	\$40.00
Pensioner discount of registration fee	C	0	50%	50%
Working farm dog	C	0	\$24.00	\$25.00
Declared Dangerous & Menacing Dogs	C	0	\$120.00	\$125.00
Pet Shop - Breeding/Boarding Facility Audit Fee	C	0	\$160.00	\$200.00
Pound Release Fees				
Cats - Initial impoundment plus	C	0	\$40.00	\$40.00
Cats - per head per day	C	0	\$5.00	\$5.00
Cattle/horses - Initial impoundment plus	C	0	\$80.00	\$80.00
Cattle/horses - per head per day	C	0	\$15.00	\$15.00
Dogs - Initial impoundment plus	C	0	\$60.00	\$60.00
Dogs - per head per day	C	0	\$15.00	\$15.00
Sheep/pigs - Initial impoundment plus	C	0	\$41.00	\$41.00
Sheep/pigs - per head per day	C	0	\$10.00	\$10.00
All other - Initial impoundment plus	C	0	\$30.00	\$30.00
All other - per head per day	C	0	\$10.00	\$10.00
Events				
Charitable organisations				
Charitable organisations per event	C	0	\$75.00	\$0.00
Other				
Wedding on Council controlled/managed land	C	0	\$75.00	\$80.00
Other activity per event	C	0	\$170.00	\$200.00
Fire Prevention				
Administrative fee block slashing (plus cost of slashing)				
Administrative fee block slashing (plus cost of slashing)	C	10	\$170.00	\$175.00
Local Law Infringement fee – burning of offensive material (2 penalty units)				
Infringement fee – burning of offensive material (2 penalty units)	S	0	\$200.00	\$200.00
Statutory Penalty fee – Failing to comply with fire prevention notice (10 penalty units)				
Infringement fee – failing to comply with fire prevention notice (10 penalty units)	S	0	\$1,517.00	\$1,585.70
Standpipe water fee – per kilolitre				
Standpipe water fee – per kilolitre	C	10	\$4.50	\$4.70
Local Laws				
Local Law No 1				
Alcohol permit	C	0	\$120.00	\$150.00
Local Law No 2				
Alcohol infringement fee (2 penalty unit)	S	0	\$200.00	\$200.00
Goods for sale per m2	C	0	\$60.00	\$65.00
- Signs (A frame) - Charitable Organisations	C	0	\$60.00	\$65.00
- Signs (A frame) - Other	C	0	\$120.00	\$125.00
Street party/festival per event	C	0	\$170.00	\$200.00
Tables and chairs				
- 1st table and 4 chairs PLUS	C	0	\$115.00	\$120.00
Tables and chairs				
- then per seat thereafter	C	0	\$30.00	\$35.00
Using Council land				
- Permit /admin fee PLUS	C	0	\$50.00	\$60.00
Using Council land				
- Cost per week	C	0	\$25.00	\$30.00
Vegetation	C	0	\$75.00	\$100.00
Other				
Abandoned or derelict vehicles				
Abandoned or derelict vehicles				
- Pickup fee PLUS	C	0	\$250.00	\$250.00
Abandoned or derelict vehicles				
- transport and storage costs	C	0	At cost	At cost
All other permits				
All other permits (Spruiking & Busking, Weddings, Door Knocks and Temporary Dwellings Permit)	C	0	\$85.00	\$85.00
Circus				
Circus	C	0	\$140.00	\$160.00
Impoundment Fee				

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fee incl. Tax	Fee incl. Tax
Impoundment Fee	C	0	\$150.00	\$150.00
Public protection (hording permit)				
Public protection (hording permit)	C	0	\$30.00	\$35.00
- Application fee PLUS				
Public protection (hording permit)	C	0	\$10.00	\$15.00
- Per m2 fee				
Work Zone Parking Permit (per bay per week)	C	0	\$40.00	\$40.00
Sport Event				
Sport Event	C	0	\$70.00	\$70.00
Parking				
All day parking permit (Payable in 6 monthly blocks - Johnstone's Carpark only)				
All day parking permit - per week	C	0	\$20.00	\$22.00
Building site on street				
Parking space charge/permit	C	0	\$40.00	\$40.00
- per bay per week or part there of				
Car parking fines				
Car parking fines	C	0	\$75.00	\$78.00
Statutory Car parking fines These fees are set under the provisions of the Road Safety (General) Regulations 2009 - Schedule 6. The fees will be reset by the Victorian Treasurer and announced in April 2017 for the				
Car parking fines (.6 Statutory penalty Unit)	S	0	\$90.60	\$95.00
Car parking fines (1 Statutory penalty Unit)	S	0	\$151.00	\$158.57
Disabled parking				
Disabled Persons Permit Issue Fee	C	0	\$10.00	\$10.00
Permit replacement fee	C	0	\$5.00	\$5.00
Planning & Building				
Bonds				
Bond for Demolition or Removal of Building (Reg 323)				
Bond for Demolition or Removal of Building (Reg 323)	S	0	\$100.00	\$100.00
- per sqm of floor area OR				
- cost of works, whichever is the lesser				
Bond for Re-erection of Building (Reg 323)				
Bond for Re-erection of Building (Reg 323)	S	0	\$5,000.00	\$5,000.00
- Fee OR				
- cost of works				
Building Control Charges				
Application for Place of Public Entertainment (PoPE) Permit or Temporary Structure				
Application for Place of Public Entertainment (PoPE) Permit PLUS	C	10	\$590.00	\$600.00
Application for Place of Public Entertainment (PoPE) Permit	C	10	\$30.00	\$40.00
- per year for multiple year permits				
Application for Temporary Structure Siting Permit PLUS	C	10	\$470.00	\$480.00
Application for Temporary Structure Siting Permit	C	10	\$30.00	\$35.00
- per year for multiple year permits				
Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit PLUS	C	10	\$820.00	\$840.00
Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit	C	10	\$30.00	\$40.00
- per year for multiple year permits				
Application for Place of Public Entertainment Permit or Temporary Structure Siting Permit Priority Fee (in addition to application fee)	C	10	\$235.00	\$245.00
Information charges				
Building plans, plan search	C	10	\$80.00	\$100.00
Building plans/plan search (archival search)	C	10	\$190.00	\$200.00
Property Information Certificate				
Property information Application	S	0	\$49.91	\$52.20
Lodgement fees				
Class 1 & 10	S	0	\$37.40	\$39.10
Building Enforcement				
Building Enforcement				
Administration of Building Notice	C	10	\$940.00	\$950.00
Administration of Building Order	C	10	\$590.00	\$600.00
Building Permit Amendments				
Permit Amendments				
Permit Amendments	C	10	\$188.00	\$195.00
Extensions of Time	C	10	\$188.00	\$195.00
Building Permit Application Fee				
All other classes of Occupancy 2-9 inclusive (construction and/or demolition)				
Does not exceed \$5,000*	C	10	\$445.00	\$450.00
Does not exceed \$10,000*	C	10	\$610.00	\$630.00
Does not exceed \$20,000*	C	10	\$940.00	\$960.00
Does not exceed \$50,000*	C	10	\$1,330.00	\$1,380.00
Does not exceed \$100,000*	C	10	\$2,105.00	\$2,150.00
Does not exceed \$200,000*	C	10	\$2,935.00	\$2,750.00
Does not exceed \$500,000*	C	10	\$4,650.00	\$3,410.00
Does not exceed \$600,000	C	10	0.62%	\$4,092.00
Does not exceed \$700,000	C	10	0.62%	\$4,774.00
Does not exceed \$800,000	C	10	0.62%	\$4,760.00
Does not exceed \$900,000	C	10	0.62%	\$6,138.00
Does not exceed \$1,000,000	C	10	0.57%	\$6,270.00
Does not exceed \$1,500,000	C	10	0.52%	\$9,350.00
Does not exceed \$2,000,000	C	10	0.52%	\$11,440.00
Does exceed \$2,000,000	C	10	0.41%	\$13,860.00

Description	Council /Statutory	GST %	2016/2017 Fpp incl. Tax	2017/2018 Fpp incl. Tax
Domestic – class 1a Dwellings (construction and demolition), where the value of building work:				
Does not exceed \$5,000	C	10	\$488.00	\$350.00
Does not exceed \$10,000	C	10	\$610.00	\$475.00
Does not exceed \$15,000	C	10	\$820.00	\$650.00
Does not exceed \$25,000	C	10	\$915.00	\$800.00
Does not exceed \$50,000	C	10	\$1,262.00	\$1,262.00
Does not exceed \$75,000	C	10	\$1,462.00	\$1,462.00
Does not exceed \$100,000	C	10	\$1,768.00	\$1,768.00
Does not exceed \$150,000	C	10	\$1,890.00	\$1,890.00
Does not exceed \$200,000	C	10	\$2,318.00	\$2,318.00
Does not exceed \$250,000	C	10	\$2,805.00	\$2,500.00
Does not exceed \$300,000	C	10	\$3,050.00	\$2,750.00
Does exceed \$300,000	C	10	\$3,900.00	\$3,250.00
Minor Works - Class 10a, 10b & 1a1: Garages, carports, pool/spas & fence where value of work:				
Less than \$5000	C	10	\$476.00	\$350.00
Between \$5,000 to \$10,000	C	10	\$590.00	\$475.00
Between \$10,001 to \$20,000	C	10	\$766.00	\$780.00
More than \$20,000	C	10	\$885.00	\$900.00
Minor works - Class 10b: Safety Barrier (without pool/spa) & Alterations to Safety Barrier.	C	10	\$176.00	\$250.00
Statutory charge on building permits				
Building permit levy (cost of building over \$10,000)	S	0	0.128%	0.128%
Inspections				
Additional Inspection (charged where additional inspections are required)				
Additional Inspection (Domestic) - within 20km radius of Colac	C	10	\$200.00	\$225.00
Additional Inspection (Commercial)	C	10	\$270.00	\$280.00
Additional Travel per km - (in addition to additional inspection fee) - more than 20km from Colac	C	10	\$1.00	\$1.00
Essential Safety Measures Assessments				
Essential Safety Measures Determination				
Essential Safety Measures Determination	C	10	\$590.00	\$650.00
Swimming Pool/Spa Safety Barrier Audit				
Safety Barrier Inspection	C	10	\$220.00	\$250.00
Report and Consent Fees				
Demolition fee (s. 29A)				
Demolition fee (s. 29A)	S	0	\$62.56	\$65.40
Report & Consent Application				
Report & Consent Application	S	0	\$250.65	\$262.10
Report & Consent Application - Charge per notice sent to adjoining properties	C	10	\$21.00	\$25.00
Planning Fees & Charges – Other				
Advertising				
Advertising notice sent to individual property owners per letter	C	10	\$6.50	\$7.00
Advertising sign erected on site	C	10	\$120.00	\$300.00
Application for approval of amended plans under secondary consent				
Application for approval of amended plans under secondary consent	C	10	\$170.00	\$175.00
Application for Certification of subdivision under Subdivision Act				
Application for Certification of subdivision under Subdivision Act PLUS	S	0	\$100.00	\$167.80
Application for Certification of subdivision under Subdivision Act - cost per lot	S	0	\$20.00	\$20.00
Required alteration of plan (NEW)	S	0	N/A	\$106.65
Application for Plan of Consolidation				
Application for Plan of Consolidation	S	0	\$100.00	\$167.80
Application for Recertification of Plan of Subdivision				
Application for Recertification of Plan of Subdivision	S	0	\$100.00	\$135.09
Check Engineering Plans				
Check Engineering Plans	S	0	0.75%	0.75%
Engineering Plan prepared by Council				
Engineering Plan prepared by Council	S	0	3.50%	3.50%
Extension of time to planning permits				
1st Extension of time to planning permits	C	10	\$105.00	\$100.00
2nd Extension of time to planning permits	C	10	N/A	\$150.00
Each additional extension of time to planning permits	C	10	N/A	\$200.00
Property Enquiry (does not require extensive research)				
Property Enquiry (does not require extensive research)	C	10	\$40.00	\$50.00
Property Enquiry (extensive research)				
Property Enquiry (extensive research)	C	10	\$150.00	\$160.00
Satisfaction Matters				
Satisfaction matters as specified by planning scheme	S	0	\$102.00	\$312.84
Supervision of Works				
Supervision of Works	S	0	2.50%	2.50%
Section 173 Agreements				
Amendment to an existing agreement	S	0	\$150.00	\$632.79
Removal of an existing agreement	S	0	\$100.00	\$632.79
Written consent to vary something registered on title.	C	10	N/A	\$620.30
Certificates of compliance				
Certificates of compliance	S	0	\$147.00	\$312.84
Permit for use of land				
Application where only the land use is changed.	S	0	\$502.00	\$1,265.58
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application				
Excluding VicSmart applications				
Single dwelling (\$10,000 or less)	S	0	N/A	\$191.97

Description	Council /Statutory	GST %	2016/2017	2017/2018
			Fee incl. Tax	Fee incl. Tax
Single dwelling (\$10,000-\$500,000)	S	0	N/A	\$1,237.14
Single dwelling (\$500,000-\$1,000,000)	S	0	N/A	\$1,336.68
Single dwelling (\$1,000,000-\$2,000,000)	S	0	N/A	\$1,436.22
NEW FEE Vic smart applications	Applications in this category are simple in nature and			
VicSmart - \$10,000 or less	S	0	N/A	\$191.97
VicSmart - more than \$10,000	S	0	N/A	\$412.38
VicSmart - subdivision or consolidation	S	0	N/A	\$191.97
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:				
Other developments (less than \$100,000)	S	0	\$604.00	\$1,102.05
Other developments (\$100,000 - \$1,000,000)	S	0	\$707.00	\$1,485.99
Other developments (\$1,000,000 - \$5,000,000)	S	0	\$815.00	\$3,277.71
Other developments (\$5,000,000 - \$15,000,000)	S	0	\$1,153.00	\$8,354.25
Other developments (\$10,000,001-\$50 million)	S	0	\$8,064.00	\$24,636.15
Other developments (more than \$50,000,000)	S	0	\$16,130.00	\$55,372.68
To subdivide an existing building	S	0	\$386.00	\$1,265.58
To subdivide land into two lots	S	0	\$386.00	\$1,265.58
To effect a realignment of a common boundary between lots or to consolidate two or more lots	S	0	\$386.00	\$1,265.58
All other subdivisions per 100 lots created	S	0	\$781.00	\$1,265.58
An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	S	0	\$249.00	\$1,265.58
An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right-of-way.	S	0	\$541.00	\$1,265.58
To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement other than a right of way in a Crown.	S	0	\$404.00	\$1,265.58
A permit not otherwise provided for in the Fee regulations	S	0	\$0.00	\$1,265.58
(b) Amendments to Permits – Set by Statute				
1				
Change of use only	S	0	\$502.00	\$1,265.58
2				
To amend a permit other than a single dwelling to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit	S	0	\$502.00	\$1,265.58
3				
Single dwelling (\$10,000 or less) Changed from \$10,00-\$100,000)	S	0	\$239.00	\$191.97
4				
Single dwelling (\$10,000 - \$100,000)	S	0	\$0.00	\$604.35
Single dwelling (\$100,000 - \$500,000)	S	0	\$490.00	\$1,237.14
Single dwelling (\$500,000 - \$2,000,000)	S	0	\$0.00	\$1,336.68
5				
VicSmart - \$10,000 or less	S	0	N/A	\$191.97
VicSmart - development more than \$10,000	S	0	N/A	\$412.38
VicSmart - subdivision or consolidation	S	0	N/A	\$191.97
6				
Other developments (less than \$100,000)	S	0	\$604.00	\$1,102.05
7				
8				
Other developments (\$100,00 - \$1,000,000) previous lines included \$500,000-\$1million, as well as line above for \$250k- \$500k	S	0	\$207.00 to \$815.00	\$1,485.99
Other developments (\$1,000,000 - \$50,000,000)	S	0	\$0.00	\$3,273.10
9				
Amendment to a permit not otherwise provided for in the fee regulation	S	0	\$386.00	\$1,265.58
Subdivision - common boundary realignment, consolidation of two or more lots, existing buildings and two lot subdivisions (other than VicSmart)	S	0	N/A	\$1,265.58
Subdivision (other than VicSmart, two lot subdivisions and boundary realignments)	S	0	N/A	\$1,265.58
Creation, variation and removal of restrictions, easements and rights of way	S	0	N/A	\$1,265.58
(c) Planning Scheme Amendment Fees – Set by Statute				
i.				
Considering a request for an Amendment	S	0	\$798.00	\$2,929.32
ii.				
New line - For considering up to 10 submissions	S	0	\$0.00	\$14,518.62
New line - For considering 11-20 submissions	S	0	\$0.00	\$29,008.80
New line - For considering in excess of 20 submissions	S	0	\$0.00	\$38,777.94
iii.				
Adoption of Amendment by Responsible Authority	S	0	\$524.00	\$462.15
iv.				
Consideration of a request to approve an Amendment (by the Minister for Planning)	S	0	\$798.00	\$462.15
Community Services - Family Day Care & Maternal & Child Health				
Family Day Care Administration Levy				
Carers Levy				
Carers Levy per week	C	0	\$11.40	\$11.80
Per family per week				
Child's hourly rate for a family per week	C	0	\$0.45	\$0.55
Family Day Care Charges				
8am to 6pm Monday to Friday				

Description	Council /Statutory	GST %	2016/2017 Fpp incl. Tax	2017/2018 Fpp incl. Tax
(per hour per child)	C	0	\$7.40 to \$7.90	\$7.60 to \$8.10
Before 8 am and after 6 pm				
Mon – Fri (per hour per child)	C	0	\$8.45 to \$8.90	\$8.60 to \$9.10
Meals (per meal)				
Breakfast	C	0	\$3.60	\$3.65
Evening Meal	C	0	\$6.20	\$6.25
Lunch	C	0	\$4.65	\$4.70
Snack	C	0	\$1.60	\$1.65
Saturday, Sunday and Public Holidays (per hour per child)				
Saturday, Sunday and Public Holidays (per hour per child)	C	0	\$8.45 to \$8.90	8.60 to 9.10
Trips				
Trips	C	0	\$4.80	\$4.90
Community Services - Older Persons Ability Support Service (OPASS)				
OPASS				
Domestic Assistance (per hr)				
Domestic Assistance	C	0	\$4.50 to \$45.00	\$4.60 to \$46.00
Overnight Respite (per night)				
Respite Care	C	0	\$36.00	\$37.00
Personal Care (per hr)				
Personal Care	C	0	\$4.50 to \$45.00	\$4.60 to \$46.00
Property Maintenance (per hr plus cost of materials)				
Property Maintenance (per hr plus cost of materials)	C	0	\$12.10 to \$48.10	\$12.50 to \$49.00
Respite Care (per hr)				
Respite Care	C	0	\$4.50 to \$45.00	\$4.60 to \$46.00
Veterans Home Care (1st hr)				
Minimum service fee	S	0	\$5.50	\$5.50
Community Transport				
Birregurra/Forrest/Beeac/Warrion				
One way	C	0	\$8.00	\$8.20
Return	C	0	\$16.00	\$16.50
Colac				
Return	C	0	\$9.00	\$9.20
Colac Otway Shire - Apollo Bay, Lavers Hill				
Return	C	0	\$30.00	\$31.00
Colac to Geelong or Ballarat				
One way - single passenger	C	0	\$20.00	\$20.50
One way - Two or more passengers			\$15.00	\$15.50
Return	C	0	\$30.00	\$31.00
Colac to Melbourne				
Return	C	0	\$55.00	\$56.00
Colac to Warrnambool				
Return	C	0	\$35.00	\$36.00
Community Bus Transport for Group Activities				
Community Bus Transport for Group Activities	C	0	\$5.60	\$5.80
Full Cost Service				
Full Cost Service (per km)	C	10	\$1.10	\$1.20
Contracted Services				
Case Management (per hr)				
Assessments, reassessments, reviews, set up arrangements.	C	10	\$90.00	\$92.00
Contracted Services				
Rate/Kilometre	C	10	\$1.15	\$1.18
Food Services (per meal)				
Meal	C	10	\$22.50	\$16.00
Domestic Assistance (per hr)				
7:30am to 7:30pm Sat./Sun./Public Holiday	C	10	\$85.00	\$87.00
7:30am to 7:30pm Mon. to Fri.	C	10	\$46.00	\$47.00
Personal Care (per hr)				
7:30am to 7:30pm Sat./Sun./Public Holiday	C	10	\$85.00	\$87.00
7:30am to 7:30pm Mon. to Fri.	C	10	\$47.00	\$48.00
7:30pm to 7:30am Mon. to Fri.	C	10	\$85.00	\$87.00
Property Maintenance (per hr plus cost of materials)				
7:30am to 7:30pm Sat./Sun./Public Holiday	C	10	\$95.00	\$97.00
7:30am to 7:30pm Mon. to Fri.	C	10	\$52.60	\$54.00
7:30pm to 7:30am Mon. to Fri.	C	10	\$95.00	\$97.00
Respite Care (per hr)				
7:30am to 7:30pm Sat./Sun./Public Holiday	C	10	\$85.00	\$87.00
7:30am to 7:30pm Mon. to Fri.	C	10	\$47.00	\$48.00
7:30pm to 7:30am Mon. to Fri.	C	10	\$85.00	\$87.00
Meals to Agency clients				
All meals (per meal)				
All meals (per meal)	C	0	\$10.00 to \$22.00	\$10.50 to \$16.00
Delivered meals (per meal)				
Delivered meals (per meal)	C	0	\$10.00 to \$22.00	\$10.50 to \$16.00
Public Health				

Description	Council /Statutory	GST %	2016/2017 Fpp incl. Tax	2017/2018 Fpp incl. Tax
Health Protection Administration (Registration Fees)				
CLASS 1 Food Premises				
New	C	0	\$572.35	\$580.00
Renewal	C	0	\$441.85	\$450.00
Transfer of Registration	C	0	\$220.93	\$225.00
Large / Complex Site New	C	0	N/A	\$870.00
Large / Complex Site Renewal	C	0	N/A	\$675.00
Large / Complex Site Transfer	C	0	N/A	\$435.00
CLASS 2 Major Food Premises				
New	C	0	\$477.80	\$480.00
Renewal	C	0	\$328.80	\$330.00
Transfer of Registration	C	0	\$164.40	\$165.00
Large / Complex Site New	C	0	N/A	\$720.00
Large / Complex Site Renewal	C	0	N/A	\$495.00
Large / Complex Site Transfer	C	0	N/A	\$360.00
CLASS 2 Minor Food Premises				
New	C	0	\$282.60	\$285.00
Renewal	C	0	\$195.25	\$200.00
Transfer of Registration	C	0	\$97.63	\$100.00
CLASS 3 Major Food Premises				
New	C	0	\$282.60	\$285.00
Renewal	C	0	\$161.35	\$165.00
Large / Complex Site New	C	0	N/A	\$430.00
Large / Complex Site Renewal	C	0	N/A	\$250.00
Large / Complex Site Transfer	C	0	N/A	\$215.00
Transfer of Registration	C	0	\$80.68	\$82.50
CLASS 3 Minor Food Premises				
New	C	0	\$205.50	\$210.00
Renewal	C	0	\$107.90	\$110.00
Transfer of Registration	C	0	\$53.95	\$55.00
Additional Temporary/Mobile Food Registration				
Class 2	C	0	\$120.00	\$120.00
Class 3	C	0	\$65.00	\$65.00
Community Group Support				
Class 2	C	0	\$100.00	\$70.00
Class 3	C	0	\$55.00	\$40.00
Personal Appearance Services				
Beauty Therapies				
New premises registration fee + pro-rata annual registration fee	C	0	\$133.60	\$150.00
Pro-rata new premises registration fee - per month	C	0	\$11.13	\$12.50
Registration/renewal	C	0	\$149.00	\$150.00
Transfer of registration	C	0	\$74.50	\$75.00
Hairdressers				
New premises registration fee	C	0	\$180.00	\$200.00
Transfer of registration	C	0	\$90.00	\$100.00
Skin Penetration (acupuncture, ear piercing)				
New premises registration fee + pro-rata annual registration fee	C	0	\$133.60	\$150.00
Pro-rata new premises registration fee - per month	C	0	\$11.13	\$11.70
Registration/renewal	C	0	\$137.17	\$140.00
Transfer of registration	C	0	\$68.59	\$70.00
Skin Penetration (Tattooists, body piercing)				
New premises registration fee + pro-rata annual registration fee	C	0	\$133.60	\$150.00
Pro-rata new premises registration fee - per month	C	0	\$11.13	\$16.70
Registration/renewal	C	0	\$190.00	\$200.00
Transfer of registration	C	0	\$95.00	\$100.00
Miscellaneous				
Conveyance Enquiries for regulated businesses				
Conveyance Enquiries	C	0	\$133.60	\$220.00
Street Traders (Food, Ice-cream and Coffee Vans) Under the Victorian Food Act term "Streatrader"				
Administration Assistance	C	0	\$40.00	\$40.00
Water Sampling				
Water samples Professional service fee	C	0	\$140.00	\$140.00
Water samples Actual testing fee			Actual cost	Actual cost
Immunisation				
Immunisation	C	10	\$22.10	\$23.00
Late Renewal Penalty Fee per Month				
Late Renewal Penalty Fee per Month	C	0	\$133.60	\$140.00
Replacement Certificate				
Replacement Certificate	C	0	\$47.80	\$40.00
Transfer of Registration				
Express Service				
Express Service (within 5 days)	C	0	\$140.00	\$200.00
Professional Service				
Professional Service	C	0	\$133.60	\$140.00
Additional hour	C	0	\$40.00	\$50.00
Prescribed Accommodation				
up to 6 persons				
New premises design fee	C	0	\$133.60	\$150.00
New premises pro rata registration	C	0	\$11.13	\$12.50
Registration/renewal	C	0	\$160.00	\$160.00
Transfer of Registration	C	0	\$80.00	\$80.00
6 to 10 persons				
New premises design fee	C	0	\$133.60	\$150.00
New premises pro rata registration	C	0	\$11.13	\$12.50
Registration/renewal	C	0	\$191.12	\$200.00
Transfer of Registration	C	0	\$95.56	\$100.00

Description	Council	GST	2016/2017	2017/2018
	/Statutory	%	Fee incl. Tax	Fee incl. Tax
11 to 20 persons				
New premises design fee	C	0	\$133.60	\$150.00
New premises pro rata registration	C	0	\$11.13	\$12.50
Registration/renewal	C	0	\$232.22	\$240.00
Transfer of Registration	C	0	\$116.11	\$120.00
20+ persons				
New premises design fee	C	0	\$133.60	\$150.00
New premises pro rata registration	C	0	\$11.13	\$12.50
Registration/renewal	C	0	\$285.65	\$290.00
Transfer of Registration	C	0	\$142.82	\$145.00
Caravan Parks per site				
Caravan Parks per site	S	0	\$2.50	\$14.22
Public Health - Septic Tanks				
Additional inspections				
Additional inspections	C	0	\$133.60	\$140.00
Septic tank alterations				
Septic tank alterations	C	0	\$256.88	\$300.00
Septic tanks system				
Septic tank systems	C	0	\$513.75	\$750.00

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give at least 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	Dec/Jan
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Officers prepare operating and capital budgets	Jan/Feb
6. Councillors consider draft budgets at informal briefings	Mar/Apr
7. Proposed budget submitted to Council for approval to advertise	May
8. Public notice advising intention to adopt budget	May
9. Budget available for public inspection and comment	May
10. Public submission process undertaken	May/Jun
11. Submissions period closes (35 days)	Jun
12. Submissions considered by Council/Committee	Jun
13. Budget and submissions presented to Council for adoption	Jun-Aug
14. Copy of adopted budget submitted to the Minister	Jul
15. Revised budget where a material change has arisen	

ORDINARY COUNCIL MEETING
COMMUNITY FUNDING PROGRAM
2017/2018
 OM172806-3

LOCATION / ADDRESS	Across the whole municipality	GENERAL MANAGER	Tony McGann
OFFICER	Nicole Frampton	DEPARTMENT	Infrastructure & Leisure Services
TRIM FILE	F17/982	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To seek Council approval for the proposed allocation of funding for the Community Funding Program 2017/2018.		

1. LOCATION PLAN / AERIAL PHOTO

Shire wide program.



2. EXECUTIVE SUMMARY

Council has provided financial assistance to a broad range of community organisations and clubs through specific funding programs for many years. Council's Community Funding Program assists groups to partner with Council to achieve capacity building projects, community development initiatives, community facility upgrades and access to the Shire regional performing arts centre COPACC. This would not otherwise occur if either the community groups or Council had to fully finance them.

Applications for the 2017/2018 Community Funding Program opened Monday 27 February 2017 and closed on Monday 10 April 2017. Funding is available over four categories: COPACC Hire Assistance, Small Equipment and Training, Community Projects and Recreation Facilities.

The Draft 2017/2018 Council Budget includes an amount of \$145,000 for the Community Funding Program. A total of seventy one (71) applications were received across the four categories requesting a total of \$173,047. Approval of the sixty (60) recommended applications will result in projects being delivered to the value of \$468,664 works and activities to be undertaken across the Shire derived from a Council investment of \$142,010.

3. RECOMMENDATION

That Council:

- 1. Subject to the adoption of the 2017/2018 Council Budget inclusive of \$145,000 for the Community Funding Program, approves the recommendations for grants for the 2017/2018 Community Funding Program:**

a. COPACC Hire Assistance

Organisation	Project	Amount to be funded
<i>Colac Music Teachers Association Inc.</i>	<i>CMTA Eisteddfod 2017</i>	<i>\$715</i>
<i>Colac & District Family History Group Inc.</i>	<i>Family History Expo</i>	<i>\$933</i>
<i>Colac Secondary College</i>	<i>CSC Annual Awards Night</i>	<i>\$760</i>
<i>Colac West Primary School</i>	<i>Colac West Primary School Annual Production</i>	<i>\$976</i>
<i>Colac Woodcrafters Guild Inc</i>	<i>Colac Otway Wood Design Exhibition</i>	<i>\$1,300</i>
<i>The Colac Players Inc.</i>	<i>Musical Cabaret in May (4 shows)</i>	<i>\$2,615</i>

b. Small Equipment and Training

Organisation	Project	Amount to be funded
<i>Apollo Bay Pre-School</i>	<i>Reverse cycle air conditioner</i>	<i>\$1,000</i>
<i>Beeac Tennis Club Inc.</i>	<i>Beat the Heat – purchase of portable shade gazebos</i>	<i>\$187</i>
<i>Colac Basketball Association</i>	<i>Desktop computer</i>	<i>\$1,000</i>

Colac Cake Decorators Association	Office equipment and supplies	\$500
Colac Horticultural & Marvellous Properties Appreciation Society (CHAMPAS)	Catering equipment	\$491
Colac Little Athletics Centre	Electronic starting device	\$675
Colac Woodcrafters Guild	Purchase of a pallet truck	\$355
Community Hub Inc.	Workplace Safety Upgrade – Purchase and installation of a security camera system	\$671
Elliminyt Public Hall	Purchase of a vacuum cleaner	\$175
Eurack Recreation Centre	Kitchen equipment purchases for Eurack Hall	\$675
Irrewarra Football Netball Club	Purchase of an ice machine for the clubrooms and sports trainers	\$1,000
Positive Ageing Ambassadors	First Aid and CPR Training for seniors volunteering in community organisations in the Colac Otway Shire	\$1,000
Red Rock Regional Theatre and Gallery	Kitchen Upgrade – Stage 1 Purchase and installation of an over sink instant hot water unit	\$995
Wye River Surf Life Saving Club	Purchase of an Inflatable Rescue Boat (IRB) beach trailer	\$991

c. Community Projects

Organisation	Project	Amount to be funded
Alvie Tree Planters	Red Rock Reserve Improvements	\$5,000
Anam Cara House Colac	Automated External Defibrillator	\$2,223
Apollo Bay Arts Inc.	Community Printmaker Development Project – purchase of a printing press and community programs	\$3,460
Apollo Bay Chamber of Commerce Inc.	Purchase of a portable stage and infrastructure for use at Apollo Bay community events	\$5,000
Apollo Bay Sailing Club	New kitchen facilities at the sailing clubrooms	\$3,481
Barwon Child, Youth & Family	Winifred Nance Kindergarten – Our Open Space – Stage 2 – new garden and playspace	\$3,000
Barwon Child, Youth & Family	Wydinia Kindergarten – It's Only Natural – Develop designs for a new landscaped garden and playspace	\$1,375
Birregurra CWA	Boomerang Bags	\$2,481
Birregurra District Historical Centre Inc.	Replace and paint weatherboards on Birregurra District Historical Centre	\$3,921

<i>Colac Basketball Association Inc.</i>	<i>Colac Junior Basketball Tournament – tournament booklet</i>	<i>\$883</i>
<i>Colac & District Family History Group Inc.</i>	<i>Weekend of Family History – costume hire, photograph production and event publication</i>	<i>\$1,863</i>
<i>Colac Driver Reviver</i>	<i>Colac Driver Reviver Shelter</i>	<i>\$3,190</i>
<i>Colac Otway Residents Action Group Inc.</i>	<i>“Women on Wheels” workshops</i>	<i>\$2,000</i>
<i>Colac Woodcrafters Guild Inc.</i>	<i>Insulation and soundproofing, and kitchen for new shed</i>	<i>\$5,000</i>
<i>Colac Writers Guild</i>	<i>Book Publishing</i>	<i>\$490</i>
<i>Elliminyt Public Hall Inc.</i>	<i>Refurbishment of Hall ceiling – painting of the hall internal ceiling</i>	<i>\$2,080</i>
<i>Forrest & District Historical Society</i>	<i>Update and restructure Forrest Historical Society archives</i>	<i>\$3,000</i>
<i>Mind your Groove Community Dance Group</i>	<i>Mind your Groove - Community Dance Roadshow Project 2017</i>	<i>\$3,576</i>
<i>Rotary Club of Colac West</i>	<i>Books for Beginners Program</i>	<i>\$2,500</i>
<i>Vic SES Colac Unit</i>	<i>Walk behind forklift purchase</i>	<i>\$3,500</i>

d. Recreation Facilities

<i>Organisation</i>	<i>Project</i>	<i>Amount to be funded</i>
<i>Alvie Football Netball Club</i>	<i>Bums on Seat – new permanent tiered seating and portable seating for netball courts</i>	<i>\$2,101</i>
<i>Apollo Bay Bowls Club Inc.</i>	<i>Clubhouse Upgrade – internal painting and equipment</i>	<i>\$5,000</i>
<i>Beeac Community Centre Inc.</i>	<i>Let’s go Mow(er) – purchase of a ride-on mower</i>	<i>\$5,000</i>
<i>Beeac Golf Club Inc.</i>	<i>Clubrooms interior refurbishment – internal painting and window coverings</i>	<i>\$3,002</i>
<i>Birregurra Bowling Club</i>	<i>Install disabled ramp access</i>	<i>\$5,000</i>
<i>Birregurra Hall</i>	<i>Defibrillator for Birregurra Hall</i>	<i>\$1,250</i>
<i>Colac Central Bowling Club Inc</i>	<i>New acoustic ceiling</i>	<i>\$5,000</i>
<i>Colac Cricket Club</i>	<i>Picket fence extension</i>	<i>\$2,898</i>
<i>Colac Cycling Club Inc.</i>	<i>Electronic timing equipment</i>	<i>\$4,050</i>
<i>Colac Mallet Sports Club Inc.</i>	<i>Install a reverse cycle air conditioner</i>	<i>\$1,654</i>
<i>Colac Pony Club Inc.</i>	<i>Installation of a hot water system for new bathroom</i>	<i>\$1,870</i>

Cororooke Tennis Club	Installation of water tank a (22,500litres), solar powered UV water treatment plant and pump at the new Cororooke Tennis Courts	\$4,222
Eurack Recreation Centre	Capital Works and Maintenance of Eurack Hall	\$5,000
Forrest Cricket Club	Forrest Recreation Reserve Turf Project – new synthetic pitch cover and upgrade to the cricket practice nets	\$2,177
Hordern Vale-Glenaire Hall & Rec Reserve Committee	The Clean Water Project – Keeping the Community Connected – purchase and installation of a new water tank and connections	\$5,000
Irrewillipe Sports & Entertainment Complex	New cupboards in the Hall supper room and kitchen	\$1,000
Polwarth & District Tennis Association Inc.	Line Up – line marking courts at 6 local tennis clubs	\$1,290
Rotary Club of Colac West Inc.	Repair flood damaged paths and facilities at Joseph Paatsch Nature Reserve	\$5,000
Tomahawk Creek Cricket Club	Creek Futures – Ground Maintenance (Stage 1) – purchase of a ride-on mower	\$2,499
Warrowie Recreation Reserve	Removal of Cypress Trees and purchase of kitchen industrial fan	\$3,960

2. **Approves that the remaining amount of \$2,701 from the COPACC Hire Assistance category be available to other cultural and arts activities/events until 30 June 2018. Other events, subject to meeting the funding criteria, may be decided upon and funding allocated by officers if the allocation does not exceed \$2,000. If a proposed allocation is over \$2,000, the matter is to be referred to a Council meeting for a decision by a resolution of the Council.**

3. **Approves that the remaining amount of \$289 from the remaining three categories (Recreation Facilities, Community Projects, and Small Equipment and Training) be available to other projects until 30 May 2018, subject to meeting the funding criteria. Applications may be decided upon and funding allocated by officers.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Council has provided financial assistance to a broad range of community organisations and clubs through specific funding for many years. The annual Community Funding Program is a much valued scheme which achieves significant outcomes for local communities. Furthermore, strong community partnerships are formed and/or consolidated with arts and cultural groups, committees of management of community and recreation facilities, sporting clubs, schools and performing arts groups.

A report was presented to the February 2017 Ordinary Council meeting where it was resolved:

That Council:

- 1. Endorses the 2017/18 Council Community Funding Program guidelines and application forms.**
- 2. Commences implementation of the 2017/18 Council Community Funding Program in accordance with:**
 - a. The guidelines and application forms including the proposed processes and timelines, and**
 - b. The proposed funding levels:**
 - Recreation Facilities, Community Projects and Small Equipment and Training categories – \$135,000**
 - COPACC Hire Assistance – \$10,000**

Applications for the 2017/2018 Community Funding Program opened Monday 27 February 2017 and closed on Monday 10 April 2017. A total of seventy one (71) applications were received across the four categories requesting a total of \$173,047. In comparison, in 2016/2017 Council received seventy two (72) applications.

The Draft 2017/2018 Council Budget includes an amount of \$145,000 funding for the Community Funding Program.

Council's Community Funding Program is offered to assist not-for-profit community organisations in providing opportunities that benefit the wider Colac Otway Shire community and help in achieving goals and outcomes consistent with Council's objectives. The program aims to provide an opportunity for a wide range of groups to obtain a share of the grant funds for a varied range of projects.

Funding Categories

Funding is available over four categories: COPACC Hire Assistance, Small Equipment and Training, Community Projects and Recreation Facilities.

COPACC Assistance Fund

The COPACC Assistance Fund operates to benefit citizens of Colac Otway Shire by providing financial assistance towards the hire of COPACC for the provision of performing arts and cultural activities. Projects must demonstrate broad benefit to the Colac Otway community. The COPACC Assistance category will fund initiatives that demonstrate multiple benefits, which should include cultural, environmental, heritage, health and wellbeing, social support and community participation outcomes. Applicants may apply for up to 50% of the cost of room hire at COPACC.

Small Equipment & Training Category:

Projects that demonstrate broad benefit to the Colac Otway community with a total project cost up to \$2,000 will be considered under this program category for:

- Equipment purchases which are facility enhancing (designed to remain as part of the facility) or which provide general benefit to groups through community projects.
- Training for the development of specialist skills for volunteer community members.

Grants are awarded for amounts up to \$1,000 based on a dollar for dollar basis.

Community Projects Category:

Projects that demonstrate broad benefit to the Colac Otway community with a total project cost not exceeding \$15,000 will be considered under the program. The Community Projects category is the broadest of categories within this funding program. Funding is provided on a dollar for dollar basis up to a maximum Council grant amount of \$5,000.

Recreation Facilities Category:

The Recreation Facilities category funds organisations responsible for community facilities including public halls and recreation facilities for the benefit of the citizens of the Colac Otway Shire. It will fund:

- High priority items of cyclical maintenance.
- Minor capital improvements.
- Club/organisation and/or reserve/facility planning projects such as master plans.
- Purchase of equipment items, which are facility enhancing and designed to remain as part of the facility (above a total project cost of \$2,000) such as new furniture or appliances that would assist with the operation of the group/organisation.

The Recreation Facilities category funds projects that demonstrate broad benefit to the Colac Otway community with a total project cost not exceeding \$15,000. Funding is provided on a dollar for dollar basis up to a maximum Council grant amount of \$5,000.

KEY INFORMATION

Applications closed Monday 10 April 2017 with seventy one (71) applications received across the four categories for the 2017/2018 Community Funding Program requesting a total of \$173,047.

Category	Number of Applications Received	Total amount requested from community organisations	Total of Total Project Cost for Category	Nominal Funding Allocation per Category
COPACC Assistance	9	\$12,371	\$237,755	\$10,000
Small Equipment & Training	18	\$13,304	\$26,924	\$135,000
Community Projects	23	\$73,286	\$170,256	
Recreation Facilities	21	\$74,086	\$160,700	
TOTAL	71	\$173,047	\$595,635	\$145,000

Note - Two applications were withdrawn by the community organisation after being submitted due to further work required to be undertaken and determining that they were not ready to proceed with the project at this point in time.

The applications received across the four categories under the 2017/2018 Community Funding Program comprised of the following:

COPACC Hire Assistance

- There were 9 applications received under the COPACC Hire Assistance category seeking \$12,371.
- It is recommended that 6 applications be funded from this category to an amount of \$7,299.
- The three (3) applications not recommended for funding did not meet the funding criteria “for the provision of arts and cultural activities”. They are:
 - Colac & District Chamber of Commerce and Industry – The Colac Otway Business Excellence Awards. This event is not recommended to receive COPACC Hire Assistance funding. This event is recommended to receive funding under the 2017/2018 Festival and Events Support Scheme. Council has provided a budget allocation of \$5,000 in its 2016/2017 budget for the 2017 event.
 - Colac Secondary College – Year 12 Graduation and Celebration. This event is not recommended to receive COPACC Hire Assistance funding. Colac Secondary College has multiple applications submitted under this category and this particular submission was assessed as not meeting the funding criteria.
 - Colac Secondary College – CSC Senior School Ball. This event is not recommended to receive COPACC Hire Assistance funding. Colac Secondary College has multiple applications submitted under this category and this particular submission was assessed as not meeting the funding criteria.

Small Equipment and Training

- There were 18 applications received under the Small Equipment and Training category seeking \$13,304. One application was withdrawn by the community organisation after being submitted.
- It is recommended that 14 applications be funded from this category to an amount of \$9,715.
- Following a thorough assessment of all applications received, the three (3) applications not recommended for funding are:
 - Colac Otway Residents Action Group – Purchase of an iPad and projector. This application is not recommended to receive funding due to having multiple applications submitted across the program. The group received funding last year to purchase a laptop computer for organisation administrative purposes.
 - Elliminyt Tennis Club – Line marking of the 4 tennis courts at Elliminyt. This application is not recommended to receive funding under the Small Equipment and Training category due to being part of the Polwarth and District Tennis Association Recreation Facilities category submission to line mark tennis courts across multiple sites including Elliminyt.
 - VIC SES Colac Unit – Road Crash Rescue Training. This application is not recommended to receive funding due to the organisation having submitted multiple applications across the program.

Community Projects

- There were 23 applications received under the Community Projects category seeking \$69,711. One application was withdrawn by the community organisation after being submitted.
- It is recommended that 20 applications be funded from this category to an amount of \$58,023.
- Following a thorough assessment of all applications received, the two (2) applications not recommended for funding are:
 - Colac Transition Action Network – Passport 2 Employment Program. This application is not recommended to receive funding. Whilst this is an important program for the participants, funding under the Community Funding Program is limited. It is suggested that the organisation approach other external agencies/organisations to seek other funding opportunities for this program.
 - VIC SES Colac Unit – Security System. This application is not recommended to receive funding due to the organisation having submitted multiple applications across the program.

Recreation Facilities

- There were 21 applications received under the Recreation Facilities category seeking \$74,086.
- It is recommended that 20 applications be funded from this category to an amount of \$66,973.
- The Rotary Club of Colac West Inc. application for interpretive signage at the Joseph Paatsch Nature Reserve is not recommended for funding due to the organisation having submitted multiple applications under the Recreation Facilities category. Following a thorough assessment of the project, it is recommended that the applicant undertake further planning to fully scope this project.

All applications were extensively assessed and referred to other Council departments for comment. Sixty (60) applications are recommended for funding within the provisions of the program guidelines and the level of funds available. Grant applications were reviewed on the cumulative available funds of \$145,000 across the program categories.

Options

There are two options for Council:

1. Approve the recommendations for funding of \$142,010 for the 2016/2017 Community Funding Program.
Approval of the recommendations will result in a total estimated value of works and activities to be undertaken of \$142,148 in COPACC performances, \$19,613 in small equipment and training projects, \$153,306 in community projects, and \$153,597 in recreation facility projects.

2. Not approve the recommendations for funding of \$142,010 for the 2016/2017 Community Funding Program.

The Community Funding Program assists groups to partner with Council to achieve arts and cultural performances, community and recreation facility upgrades, capacity building projects, initiatives for organisation membership growth and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

It is proposed that the balance of unallocated funds for the 2017/2018 Community Funding Program categories be made available for community requests for funding during the 2017/2018 financial year, subject to meeting the funding program guidelines. The COPACC Hire Assistance category has a balance of \$2,701 available and the remaining categories have \$289 available.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The methods selected have been to inform, collaborate and empower.

- Application forms and guidelines were advertised across the Shire in February/March/April 2017 for Colac Otway Shire's 2017/2018 Community Funding Program. An eye catching advertising format was used aiming to attract increased interest in the program, specifically from new groups. Advertising was in local media, Council publications, Council's website and on Council's Facebook page.
- Letter and email notifications were sent to Council databases informing community and sporting organisations of the program dates prior to the program opening and then again following the opening of the program. Reminder emails were sent informing the database of the program closing date and encouraging organisations to contact Council to discuss their project.
- Community information sessions were hosted by Council on Monday 6 March in Colac (16 people attended) and Wednesday 8 March in Apollo Bay (6 people attended) to enable groups to discuss the funding program with Council officers. These sessions were held in conjunction with Council's Festival and Events Support Scheme information sessions.
- Application packs were made available from Council's Customer Service Centres in Colac and Apollo Bay, via Council's website and through direct database email and mail-outs.
- An email application lodgement process was offered to make it easier for applicants to submit applications electronically. Applications could also be handwritten and returned to Council.

Council officers met with many individual applicants providing further assistance in progressing applications.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Council's Community Funding Program is supported by the Draft Council Plan 2017-2021. It specifically states that the goal of Council is to "increase social connection and opportunities and community safety". To do this, the action is that Council will "support community organisations through the community grants program". The 2017/2018 Council Community Funding Program will support 60 local community, sporting and arts and cultural projects that will provide benefits to our local community.

ENVIRONMENTAL IMPLICATIONS

Some of the proposed projects add to beautification or improvement of local environs and more sustainable energy use. Council's Environment Unit has provided further advice and information regarding relevant applications. This information will be provided to applicants if successful in receiving funding.

SOCIAL & CULTURAL IMPLICATIONS

The annual Community Funding Program is a much valued funding scheme which achieves significant outcomes for local communities. Strong community partnerships are formed and/or consolidated with arts and cultural groups, committees of management of recreation and community facilities, sporting clubs, schools and performing arts groups. The Program assists groups to partner with Council to achieve facility upgrades, capacity building projects, implementation of projects that achieve membership growth, group development

and community development initiatives, as well as providing arts and cultural activities for the Shire's residents. This would not otherwise occur if either the community groups or Council had to fully finance them. Many organisations indicate that without Council's contribution they would not be able to undertake their project.

ECONOMIC IMPLICATIONS

In implementing the many projects that receive funding, the organisations are encouraged to shop locally. The many recipients of the COPACC Hire Assistance Funding Category deliver exhibitions and performances that attract both local residents and visitors to the region, which increase the economic benefits to our region through visitation.

LEGAL & RISK IMPLICATIONS

Grant recipients are responsible for the risk management for their projects. Risk Assessment templates, if not already submitted, will be requested for the required applications if they are successful in receiving funding. Where required, Job Safety Analysis (JSA's) will also be requested from contractors prior to commencement of projects. An Internal Referral process has been implemented to provide an integrated approach between Council Departments involved in the process (ie building, environment, health protection, planning and infrastructure).

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The Draft 2017/2018 Council Budget has an allocation of \$145,000 for the Community Funding Program which encompasses four funding categories – COPACC Hire Assistance, Small Equipment and Training, Community Projects and Recreation Facilities.

The implication of total expenditure for the 2017/2018 program under each of the funding categories is as follows:

- | | |
|--------------------------------|----------|
| • COPACC Hire Assistance | \$7,299 |
| • Small Equipment and Training | \$9,715 |
| • Community Projects | \$58,023 |
| • Recreation Facilities | \$66,973 |

A total of \$142,010 across all four funding categories.

There is a balance of \$2,990 of unallocated funding available for the 2017/2018 Community Funding Program, with \$2,701 still available under the COPACC Hire Assistance category and \$289 across the remaining three categories.

Nine (9) funding applications have not been approved for funding as the projects do not meet the requirements of the application guidelines.

7. IMPLEMENTATION STRATEGY

DETAILS

It is proposed to advise all applicants in writing whether successful or unsuccessful in receiving funding following the 2017 June Ordinary Council meeting. A Civic Reception will be held at COPACC on 28 July 2017 to present certificates to the successful applicants and notification of funding contributions. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meeting project acquittal requirements.

COMMUNICATION

All applicants will receive a letter detailing whether the application is successful or unsuccessful. The successful letter will also detail any additional requirements when completing the project.

A media release detailing the successful applicants will be circulated to local media outlets following the June 2017 Ordinary Council meeting.

TIMELINE

All correspondence will be sent following the June 2017 Ordinary Council meeting.

8. OFFICER DIRECT OR INDIRECT INTEREST

The following interests are declared:

- Recreation and Open Space Coordinator, Nicole Frampton declared a conflict of interest due to being a member of the Irrewarra Beeac Football Netball Club.
- Manager Arts and Leisure, Ian Seuren declared a conflict of interest due to being a member of the Colac Cricket Club.
- Acting Manager of Governance and Customer Service, Sarah McKew declared a conflict of interest due to being President of the Colac Horticultural and Marvellous Properties Appreciation Society (CHAMPAS).
- Acting Governance Officer, Lyndal McLean declared a conflict of interest due to being Secretary of the Colac Horticultural and Marvellous Properties Appreciation Society (CHAMPAS).

No other officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING
FESTIVAL AND EVENTS SUPPORT SCHEME
2017/2018
 OM172806-4

LOCATION / ADDRESS	Across the whole municipality	GENERAL MANAGER	Gareth Smith
OFFICER	Emma Clark	DEPARTMENT	Development & Community Services
TRIM FILE	F16/6696	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To seek council approval for the proposed allocation of Festival and Events Support Scheme funding for 2017/2018.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The Festival and Events Support Scheme (FESS) is council's annual funding program for festivals and events held within the Colac Otway Shire. The scheme provides funding to assist with the establishment of new event initiatives and supports the development and growth of established events.

The draft 2017-18 budget includes an allocation of \$75,000 towards this program.

Twenty eight applications were received by the closing date 10 April 2017. The total amount of funding requested from FESS for all events was \$93,675 which means that not all events can be funded.

The applications have been assessed by an Internal Assessment Panel which consisted of three Council Officers. The recommendations made by the Panel will assist in one off celebration events and continued growth of new and established events.

3. RECOMMENDATION

- Subject to the adoption of the 2017/2018 Council Budget inclusive of \$75,000 for the Festival and Events Support Scheme, approves the recommendations for grants for the 2017/2018 festival and Events Support Scheme as listed below:**

a) One Off Funding

Organisation	Event	Amount to be funded
Community Hub Inc.	Community Hub Inc. 10 year Celebration	\$1,000
Birregurra Community Arts Group	enlighten Me Birregurra Hall Gala Finale	\$1,000
Colac & District Family History Group Inc.	Weekend of Family History	\$1,000

b) Seed Funding

Organisation	Event	Amount to be funded
Apollo Bay Chamber of Commerce Inc.	Apollo Bay – A Day in the Bay	\$2,000
Otway Harvest Trail	Otway Harvest Trail Twilight FESTA	\$2,000
Otway Country to Coast Tourism Assoc Inc.	Shakespeare in the Otways	\$2,000
Apollo Bay Chamber of Commerce Inc.	WinterWild Apollo Bay	\$2,000
Forrest District Community Group	Forrest Flicks	\$1,200
Gellibrand Community Group Inc.	Gellibrand River Christmas in July	\$1,000

c) Sponsorship Funding

Organisation	Event	Amount to be funded
Apollo Bay Chamber of Commerce Inc.	Apollo Bay Seafood and Produce Festival	\$5,000
Birregurra Festival & Art Show	Birregurra Festival & Art Show	\$5,000

<i>Colac Kana Festival</i>	<i>Colac Kana Festival Inc.</i>	<i>\$5,000</i>
<i>IMG</i>	<i>GOR Running Festival</i>	<i>\$5,000</i>
<i>Colac City Band</i>	<i>Colac City Bands 70th Carols by Candlelight</i>	<i>\$5,000</i>
<i>Otway Country to Coast Tourism Association</i>	<i>Gellibrand Blues and Blueberry Festival</i>	<i>\$4,000</i>
<i>Lions Club of Forrest & District</i>	<i>Forrest Soup Fest</i>	<i>\$4,000</i>
<i>Rapid Ascent</i>	<i>Otway Odyssey</i>	<i>\$3,500</i>
<i>Apollo Bay Arts Inc.</i>	<i>Apollo Bay Writer's Festival and Warm Winter Words</i>	<i>\$3,500</i>
<i>Southern Exposure</i>	<i>Run Forrest</i>	<i>\$3,000</i>
<i>Colac Woodcrafters Guild Inc.</i>	<i>Colac Otway Wood Design Exhibition 2017</i>	<i>\$3,000</i>
<i>Colac & District Chamber of Commerce and Industry</i>	<i>Colac Otway Business Excellence Awards</i>	<i>\$2,500</i>
<i>Old Beechy Rail Trail Committee of management</i>	<i>Hunt for Golden Gumboot</i>	<i>\$2,500</i>
<i>Warrion Public Hall Committee</i>	<i>Warrion Flower Show</i>	<i>\$2,500</i>
<i>St Mary's Primary School</i>	<i>Colac Garden & Lifestyle Expo</i>	<i>\$2,000</i>
<i>Birregurra Primary School</i>	<i>Birregurra School Choir at Birregurra Festival</i>	<i>\$1,500</i>
<i>Colac Orchid Club Inc.</i>	<i>Colac Orchid Club Annual Show</i>	<i>\$1,000</i>
<i>Lions Club of Colac</i>	<i>Good Friday Family Fun Day & Market</i>	<i>\$1,000</i>
TOTAL		<i>\$72,200</i>

2. That Council approve the remaining amount of \$2,800 to be held for new events that may arise throughout the 2017/2018 financial year. Event organisers will need to apply to the Events Officer with a detailed Event Plan, including details of external funding and in-kind support. Events may be decided upon and funding allocated by Officers.

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The Festival and Events Support Scheme (FESS) was introduced in 2007 to provide an equitable funding allocation for the events held within the shire via a developed set of criteria. Prior to the introduction of FESS only four events were supported by Council.

A number of new events requested Council support and this necessitated the development of the FESS as a fair and transparent process for all events to be assessed for funding by Council.

The annual FESS program is highly valued by the community and event organisers, evidenced by the number of applications received each year. The dedicated funding of festival and events by Council has resulted in a broad range of events for the community that otherwise would not be staged within the Shire. Since 2007 the number of events funded by Council annually has increased from 4 to currently 36. These events spent over \$2.1 million in set up costs, contribute \$240,619 of in-kind volunteer hours and over 60,000 people attended these sponsored events. Growth of events has increased to 54 annually of which the difference is not sponsored by Council.

Successful applicants must enter into an agreement with Colac Otway Shire and comply with minimum promotional requirements that recognise the Shire as a sponsor of the event.

KEY INFORMATION

The aims and objectives of the 2017/2018 Festivals and Events Support Scheme are to:

- Provide assistance to conduct established, one-off or new professional and quality festival or event activities within Colac Otway Shire.
- Improve the quality of life experiences for communities within the municipality by increasing access to quality festivals and events.
- Promote cultural diversity and greater awareness, appreciation and participation in activities within the Colac Otway Shire area.
- Promote a sense of pride and community identity.
- Stimulate visitation and tourism to the Colac Otway Shire area and increase economic and social development opportunities.
- Contribute to the recognition of the Colac Otway Shire area as a region to host festivals and events.
- Create an environment for innovation and creativity within the municipality.
- Assist established or new festivals and events (where appropriate and where feasible) to enable the festival or event to become as self-sufficient as possible.

Eligibility

Incorporated, not for profit and commercial organisations (including unincorporated, not-for-profit groups with an auspice agreement with an incorporated group) are eligible for FESS funding.

Events supported through the scheme must be held in the Colac Otway Shire and should enhance the region's profile, develop community co-operation and cohesion, build local skills or in other ways have a positive impact on the local community.

Successful applicants under the scheme are required to enter into an agreement with the Colac Otway Shire to comply with minimum promotional requirements that recognise the Shire as a sponsor of the event.

Funding Categories

Funding is available in three categories; Sponsorship (established events), Seed (new events) and One-Off events and funds are to be used for costs associated with the delivery of new or established events.

The three FESS categories available for 2017/2018 are:

Sponsorship (Up to \$5,000 per event)

- This level of sponsorship is available to existing events that have demonstrated that the event is sustainable (both financially and socially) and has run for over three years
- Events in this category attract 5,000 or more attendees
- Events within this category will provide significant benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region and contribution to the local community
- Events within this category must demonstrate a significant community focus. Evidence must be given in the Acquittal document.

Seed Funding (Up to \$2,000 per event)

- This funding is designed to encourage the development of new events
- Events in this category attract between 1,000 to 2,000 attendees
- Events will need to show that the proposed event will provide strong benefits to the Colac Otway Shire in terms of economic, social and cultural contribution to the local community
- Events within this category will demonstrate a strong community focus.

One-Off Events (Up to \$1,000 per event)

- This funding is for one off events for celebrations of significant local historical milestones or other important one-off events
- Events in this category attract up to 1,000 attendees
- Events within this category will demonstrate a strong community focus.

Assessment Criteria

FESS applications are assessed against the criteria as outlined in the FESS guidelines. The FESS criteria for 2017/2018 are:

Assessment Criteria	Weighting
Social Opportunities Detail the community benefits provided by the project both short and long term.	25%
Economic Development Opportunities Describe how the event stimulates visitation/tourism and increases economic development opportunities for residents of the Colac Otway Shire.	25%
Cultural Opportunities Describe how the event contributes towards the development of community arts & culture, networks, programs and/or projects.	25%
Provision of sufficient documentation for the proposal including letters of support, quotes, etc.	10%
Marketing/promotional opportunity for the Colac Otway Shire	15%

Applications closed Monday 10 April 2017 with twenty eight (28) applications received across the three categories for the 2017/2018 FESS requesting a total of \$93,675.

Category	Number of Applications Received	Total amount requested from community organisations	Total of Event Costs for Category	Nominal Funding Allocation per Category
One Off Funding	3	\$5,000	\$67,739	\$3,000
Seed Funding	7	\$18,925	\$510,039	\$10,200
Sponsorship	18	\$69,750	\$1,552,287	\$59,000
TOTAL	28	\$93,675	\$2,130,065	\$72,200

The applications received across the three categories under the 2017/2018 FESS comprised of the following:

One Off Funding

- There were 3 applications received under the One Off Funding category seeking \$5,000.
- The maximum amount of funding per event allowed in this category is \$1,000 per event.
- It is recommended that 3 applications be funded from this category to an amount of \$3,000.

Seed Funding

- There were 7 applications received under the Seed Funding category seeking \$18,925.
- The maximum amount of funding per event allowed in this category is \$2,000 per event.
- It is recommended that 6 applicants be funded from this category to an amount of \$10,200.
- Only one event was recommended for no funding in this category. This event is a first year event and it has been identified through Council's event approval process that there are a number of risk issues that need to be addressed before the event can proceed. The event organiser has been refused a planning permit for the preferred location and is currently looking for another location to hold the event. There may be an opportunity for the event to reapply in future years once a suitable location can be found.

Sponsorship

- There were 18 applications received under the Sponsorship category seeking \$69,750.
- The maximum amount of funding per event allowed in this category is \$5,000 per event.
- It is recommended that 18 applicants be funded from this category to an amount of \$59,000.

All applications were assessed by an Internal Assessment Panel and marked against the assessment criteria. Twenty Seven (27) applications are recommended for funding within the provisions of the program guidelines and the level of funds available. Grant applications were reviewed on the cumulative available funds of \$75,000 across the program categories.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Applications forms and guidelines were advertised across the Shire in February and March. Community information sessions were held in Colac on Monday 6 March and Apollo Bay on Wednesday 8 March to enable groups to discuss the funding program with Council Officers. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail. An email application lodgement process was offered to make it easier for applicants to submit applications electronically. Council officers met with individual applicants as required providing further assistance in progressing applications.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Growing and developing festivals and events align with the goals and strategies identified in the Council Plan. The development of new and existing events have the potential to attract additional visitors to the region, boost tourism and increase economic, social and cultural development opportunities, while promoting the Colac Otway Shire as a place to live and work.

ENVIRONMENTAL IMPLICATIONS

The FESS 2017/2018 guidelines specify that it is a condition of all successfully funded application that their event meets set criteria regarding event waste management. Other environmental considerations are identified throughout the event approval process and are dealt with accordingly.

SOCIAL & CULTURAL IMPLICATIONS

Community events provide an opportunity for the community to come together and to strengthen community connectedness, create a sense of place and belonging and pride within the community.

Events supported through FESS enhance the region's profile, develop community co-operation and cohesion, and build local skills that have a positive impact on the local community.

ECONOMIC IMPLICATIONS

The recommended FESS funded events have a combined expenditure of \$1,778,065 providing significant leveraging from Council's \$72,200. The total event cost also includes an in-kind contribution of \$240,619. For every \$1 Council will contribute, the events are contributing \$28.

LEGAL & RISK IMPLICATIONS

Endorsement of the Colac Otway FESS 2017/2018 recommendations will reduce the risk to Council by ensuring that a fair, equitable and transparent process is applied to the administering of Council funding for events.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

A total budget allocation of \$75,000 has been provided for FESS in Council's Draft 2017/2018 Budget. The recommendations in this report are subject to the adoption of the 2017/2018 Council Budget.

7. IMPLEMENTATION STRATEGY

DETAILS

All applicants will be advised in writing of the outcome of their submission following the 28 June 2017 Ordinary Council meeting. Successful applicants will be required to return a signed sponsorship agreement.

COMMUNICATION

A Civic Reception will be held on Friday 28 July with all successful applicants presented with certificates and notification of contributions.

Successful applicants will also be included in a media release, published on Council's website and posted on Council's facebook page.

TIMELINE

Successful events must take place between 1 July 2017 and 30 June 2018 with acquittal forms returned within 6 weeks of the event completion.

8. OFFICER DIRECT OR INDIRECT INTEREST

Events Project Officer, Vicki Jeffrey, declared a conflict of interest due to being the event organiser of the Birregurra Festival and Arts Show. Vicki did not participate on the Internal Assessment Panel.

ORDINARY COUNCIL MEETING
**SMALL TOWN IMPROVEMENT PROGRAM
 2017/2018 - ALLOCATION OF FUNDS**
 OM172806-5

LOCATION / ADDRESS	Small towns across the municipality	GENERAL MANAGER	Gareth Smith
OFFICER	Katrina Kehoe	DEPARTMENT	Development & Community Services
TRIM FILE	F16/12252	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To seek Council's approval for the proposed Small Town Improvement Program allocation of funding for 2017/2018		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The Small Town Improvement Program (STIP) aims to assist with improving infrastructure on public land in the small towns of Colac Otway Shire. Small towns are defined as any town other than Colac.

Council has included an allocation of \$100,000 towards this program in the draft 2017/18 budget.

Seven applications were received by the closing date 31 March 2017. The total amount of funding requested from STIP for all proposals was \$124,200 which means that not all projects can be funded.

The applications have been assessed by an Internal Review Panel which consists of five Council Officers. In considering the funding proposals, the Panel has recommended a change in some project scopes to ensure that the investment being made most effectively addresses the issues identified.

The 2017-2018 STIP projects recommended by the Panel will assist in improving economic and community development in the respective small towns. Six of the seven applications are recommended for Council funding.

The STIP has allowed for small infrastructure projects to be completed in Council's smaller townships based on the priorities of respective local communities, and is well supported by the rural community.

3. RECOMMENDATION

That Council:

- 1. Subject to the adoption of the 2017/2018 Council Budget inclusive of \$100,000 for the Small Town Improvement Program, approves the recommendations for grants for the 2017/2018 Small Town Improvement Program:**

Organisation	Project	Amount to be funded
Kennett River Association	Kennett River Tourism & Traffic Management Plan	\$25,000
Birregurra Community Group Inc	Outdoor Gym in Birregurra Park	\$20,700
Gellibrand Community Group Inc	Garden Walk Upgrade	\$3,400
Forrest & District Community Group	Forrest Common Master Plan	\$15,000
Red Rock District Progress Association Inc	Warrion Hall kitchen upgrade* (subject to successful Federal grant outcome)	\$25,000
Apollo Bay RSL(supported by Apollo Bay Chamber of Commerce Inc)	War Memorial – design plan	\$7,000

- 2. Approves that the remaining amount of \$3,900 from the Small Town Improvement Program be available to other small town initiatives until 30 June 2018. Other initiatives, subject to meeting the funding criteria, may be decided upon and funding allocated by officers if the allocation does not exceed \$2,000. If a proposed allocation is over \$2,000, the matter is to be referred to a Council meeting for a decision by a resolution of the Council.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Since 1999, Council has allocated funds annually towards the STIP. Small town progress associations/community groups across the Shire are invited to submit proposals for projects, to allow Council to decide on how best to allocate the funds. The 2017/18 draft Budget includes an allocation of \$100,000.

Funding is typically allocated to community infrastructure projects that would not be funded as a priority through Council's capital works program. The Economic Development and Tourism unit, in consultation with other Council departments, oversees the implementation of the selected projects.

For the 2017/2018 STIP, proposals were sought from small town progress associations/community groups and seven applications were received from six communities.

These were circulated to other Council departments to assess eligibility against each department's regulatory, statutory and strategic requirements and to ensure that there were no barriers to the project proceeding.

The applications have been assessed by an Internal Review Panel consisting of five Council officers from Economic Development and Tourism, Arts and Recreation, Assets and Property, and Capital and Major Projects. The recommendations made by the STIP Internal Review Panel are based on comments provided across the organisation in relation to statutory, regulatory and strategic issues and the STIP guidelines. All proposals were collated in a detailed summary and presented to the Councillor Briefing on 7 June 2017.

The approved projects to be completed under STIP will commence following Council's endorsement of proposed projects and subject to the adoption of the 2017/2018 Council budget.

On 22 June 2016, Council resolved to *"support a review of the STIP to be undertaken in 2016/2017, with the intention that the program continues to be funded, at least at the current level"*. A review of Council's grants program is scheduled to be undertaken this year. Support to communities to discuss and prepare for their grant applications begins around September each year, so that applications can be received by March the following year. This timing did not allow for the outcome of the review to be known in time for 2017/2018 STIP.

KEY INFORMATION

Given the commitment of Council expenditure throughout the Shire, the STIP offers the opportunity for community infrastructure and community development projects to be undertaken in small communities which would otherwise have to compete for Council capital works funding.

This year the value of funding requested from the STIP from all proposals combined is \$124,200. The total project value of the proposals taking into account other funding and in-kind contributions combined is \$288,100. The budget available for STIP in 2017/2018 is \$100,000 (subject to the adoption of the 2017/2018 Council budget). This will mean that some projects cannot be funded or fully funded.

In considering the funding proposals, the STIP Internal Review Panel has recommended some changes in project scope to ensure that the investment being made effectively addresses the issues identified.

The following table summarises the proposals recommended for allocation in 2017/2018 by the STIP Internal Review Panel.

Proposal	Amount
Kennett River Tourism & Traffic Management Plan In response to increased tourism numbers, a planned approach is required to address issues of parking, pedestrian safety and lack of tourism infrastructure	\$25,000
Birregurra Park Outdoor Gym equipment Supply and install an outdoor exercise station to include three types of equipment on a soft-fall base	\$20,700
Gellibrand Garden Walk Upgrade Upgrade the material on the existing path, purchase of plants and minor equipment for the garden walk.	\$ 3,400
Forrest Common Master Plan Develop a Master Plan for the public open space area in Station Street which also includes the skate park, playground and BBQ area.	\$15,000
Warrion Hall Kitchen Upgrade* Upgrade the Public Hall kitchen to ensure compliance with current food safety standards. *subject to successful Federal grant outcome	\$25,000
Apollo Bay War Memorial design plan Develop a detailed design plan in consultation with Council and VicRoads for the War Memorial which is located within the intersection of the Great Ocean Road and Nelson Street.	\$ 7,000
Unallocated funds	\$ 3,900
Total	\$100,000

The following table summarises the proposals received which are not recommended for STIP allocations in 2017/2018.

Proposal	Comment	Amount
Apollo Bay to Skenes Creek Coastal Discovery Trail Feasibility Study	Outcome of the Feasibility Study should be known before funding the preparation of detail design or further works.	\$25,000

Apollo Bay to Skenes Creek Coastal Discovery Trail Feasibility Study (Stage 2 Wild Dog Creek to Skenes Creek). The current budget held by the applicant is sufficient for the Feasibility Study to proceed. The STIP application was to continue the project to take it to the next phase for preparation of the detailed design and contracts.

The application is not supported at this stage as the outcome of the Feasibility Study should be known before funding the next phase. Colac Otway Shire is assisting with the procurement process of the Feasibility Study and providing in-kind support to the value of \$3,000.

The recommendations for the allocation of 2017/2018 STIP funds include funding of a Master Plan, Tourism and Traffic Management Plan and a Detailed Design Plan. The STIP Guidelines do not exclude funding Feasibility Studies, design plans or Master Plans however in the past preference of Council's executive has been to fund infrastructure items. The STIP Guidelines require applications to refer to recommendations of a Master Plan or Community Infrastructure Plan or similar strategic document. At times, communities have been unable to proceed with proposals on public land until a Master Plan has been prepared for the site. As such, the Plans will provide future opportunities for communities to seek funding for infrastructure.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The small town progress association/community groups were contacted in writing to provide details of the STIP guidelines, application and closing date. On request, Council officers met with individual applicants as required, providing further assistance in progressing applications.

Following approval of the STIP allocations, Council's resolution will be communicated to the Small town progress associations/community groups via email.

In addition, press releases will be developed and issued to the relevant print media detailing projects to be undertaken in the respective small towns.

The Economic Development and Tourism unit will then liaise with the individual small town progress associations/community groups to discuss the projects, in particular, how any proposed in-kind contribution for the project can be provided and how Council will manage any cash contribution from the community group.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The STIP aims to improve our communities to promote our small towns as an attractive place to live and work. The STIP will improve town features and facilities which attract and assist visitors to our small towns. The improvements to the small town's infrastructure evoke a sense of community pride.

ENVIRONMENTAL IMPLICATIONS

All works to be undertaken will be completed following discussions with Council's Environment and Community Safety, Infrastructure, Environmental Health, Planning and Building departments to ensure all issues are assessed.

SOCIAL & CULTURAL IMPLICATIONS

The STIP has created buildings and spaces which facilitate creativity, social activity and enrichment of life. Previous projects have improved access to buildings, spaces and services to support and enable quality of life.

ECONOMIC IMPLICATIONS

STIP projects can provide improvements to smaller towns which facilitate the growth, liveability and development of the shire. STIP projects have improved economic development in these small communities and engendered significant community enthusiasm and civic pride.

LEGAL & RISK IMPLICATIONS

All projects undertaken as part of the STIP follow Council's Risk Management processes, including preparation of a Risk Assessment Form and a completed and signed Job Safety Analysis from suitable qualified contractors engaged to complete the work on Council's behalf.

Planning and Building requirements, as well as cultural heritage and environmental issues, are considered and where required, appropriate permits are sought prior to implementation.

Land owner's consent is obtained and a funding agreement signed prior to any projects commencing on land which is not managed by Council.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The draft 2017/18 budget allocation for STIP is \$100,000. The recommendations in this report are subject to the adoption of the Council budget for 2017/2018.

The unallocated funds of \$3,900 would be available to new initiatives and / or as a contingency to complete a project if required. Due to the period of time between application and project delivery it is possible that the cost of the project has increased.

Should the Warrion Hall Committee be unsuccessful with their Federal funding application, the STIP funds could be used for new initiatives, as a contingency for approved projects, savings at year end and / or considered to be carried forward to 2018/2019. Any future decisions relating the STIP funds of greater than \$2,000 would be subject to a new Council resolution.

7. IMPLEMENTATION STRATEGY

DETAILS

It is proposed to advise all applicants in writing whether successful or unsuccessful in receiving funding following the 2017 June Ordinary Council meeting.

A Civic Reception will be held at COPACC on 28 July 2017 to present certificates to the successful applicants and notification of funding contributions. Including STIP recipients in the reception event held for other Council grant programs is a new initiative.

The Economic Development and Tourism unit and the project delivery team will coordinate the projects in consultation with the progress associations/community groups, other applicable Council departments and State and Federal Government agencies.

COMMUNICATION

The Economic Development and Tourism unit will liaise with the relevant Progress Association/ Community Groups to provide project status updates. A key contact person is available at Council who can attend meetings, and will communicate in person, email and by phone with the community's key contact person(s) for the project.

TIMELINE

The timelines are designed to enable the grant recipients to have maximum time to undertaken projects and meeting project acquittal requirements. The projects will be implemented throughout 2017/2018. Through consultation with the Progress Association/Community Group, the project team will ensure that the delivery of projects does not impact on any local events in the same location.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING

WYE RIVER AND SEPARATION CREEK CONSTRUCTION, TRAFFIC AND ENVIRONMENTAL MANAGEMENT PLAN

OM172806-6

LOCATION / ADDRESS	Wye River and Separation Creek	GENERAL MANAGER	Tony McGann
OFFICER	Kerim Sijercic	DEPARTMENT	Infrastructure & Leisure Services
TRIM FILE	F16/4648	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Final Version Construction Traffic Environment Management Plan 2. WYE RIVER AND SEPARATION CREEK CTEMP COLLATION OF FEEDBACK 24/4 		
PURPOSE	To endorse the Construction, Traffic and Environmental Management Plan for Wye River and Separation Creek		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

As residents in Wye River and Separation Creek begin the process of rebuilding their homes and government agencies and authorities replace and repair public infrastructure, it was identified that there was a need for a construction, traffic and environment management plan (CTEMP) to manage construction activity at Wye River and Separation Creek.

The CTEMP for Wye River and Separation Creek was prepared to enable Colac Otway Shire (COS) to facilitate orderly reestablishment of fire damaged areas in Wye River and Separation Creek.

The CTEMP has considered three main factors: the amenity of residents and visitors to the area; traffic management; and management and mitigation of environmental factors.

The plan will provide residents planning to develop or construct residences on their land with guidance on meeting the planning approval requirements of Colac Otway Shire. Many of the management measures provided in this plan are based on Victorian government policy or legislation; others have been introduced by Colac Otway Shire to meet the requirements of the communities of Wye River and Separation Creek.

The CTEMP was presented at two community meetings in Wye River comprising of:

- An initial meeting during the development of the draft CTEMP to clearly define and refine issues and seek community feedback.
- A second meeting upon completion of the draft of the CTEMP to present it to the community and seek further feedback.

The report, its implementation and monitoring will be funded from the \$5,430,000 given by the Victorian Government via DEWLP to assist in the bushfire recovery efforts at Wye River and Separation Creek.

3. RECOMMENDATION

That Council:

- 1. Adopts the Wye River and Separation Creek Construction, Traffic and Environment Management Plan.***

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The Wye River and Separation Creek bushfire took hold on the 19th of December 2015 and had a significant breakaway on Christmas Day when it reached the townships of Wye River and Separation Creek. The severity of the bushfire was rated as high or moderate in parts of the towns. The bushfire destroyed 109 houses at Wye River and Separation Creek and burnt approximately 2,500 ha of bushland. As well as the loss of these houses, the bushfire created new hazards, including increased land instability caused by damage to retaining walls, loss of vegetation and erosion.

Throughout 2016, clean-up of bushfire debris has been conducted by Grocon, Colac Otway Shire and their contractors. Emergency Management Victoria has engaged Grocon to re-instate retaining walls with a High or Very High risk rating. Colac Otway Shire and the State Government will continue the recovery effort by beginning to re-establish public infrastructure.

Owners are commencing the rebuilding of their homes and construction in some areas has begun. It is possible that not all of the destroyed houses will be rebuilt, however in the short term there is likely to be significantly higher than normal building activity and traffic. In addition to the rebuilding of individual homes there will continue to be significant public infrastructure and clean-up works including:

- Repairs to damaged roads and roadside retaining structures.
- Installation of underground drainage.
- Open space infrastructure such as pathways, fencing, park furniture and waste bins.
- Utility infrastructure including power and telecommunication.
- Revegetation and pest plant control.

As Grocon have wound up their activities, Council is now responsible for complete management of the road network and there is a need to review traffic management arrangements to ensure that appropriate measures are in place to manage the remaining bushfire hazards and road capacity constraints.

Currently there are little or no traffic management measures in place for the general public. This CTEMP explores the possible implementation of traffic management measures to improve the safe movement of pedestrian and vehicle traffic.

A Project Brief was prepared and went to tender in October 2016 where Coffey Services were awarded the contract to develop the CTEMP.

Initially it was proposed to include a requirement that all developers (property owners) were to provide a traffic management plan and a range of other plans and submit individual CTEMPs to Council.

During the first stages of the formulation of the CTEMP, community feedback was sought by Coffey where the consensus from the community was that individually submitted CTEMPs sought as part of the town planning process were seen as obstructionist and adding unnecessary cost to the process.

After considering the community feedback, Council requested that Coffey change the intent of the plan to allow for self-compliance and that an all-encompassing CTEMP be created in which all development approvals would be bound by it. The plan was revised and a further consultation period was applied (see Community Consultation and Engagement section).

KEY INFORMATION

The key objectives of the CTEMP are to:

- Ensure safe movement and orderly management of construction and local traffic;
- Ensure air and noise emissions are in accordance with EPA guidelines;
- Minimise amenity impacts to the local community, businesses and tourists;
- Protect human health and minimize the risk of injury to construction workers and the general public;
- Minimise damage to the environment including the protection of flora and fauna;
- Manage potential erosion and sediment issues;
- Manage private construction activity on road reserves;
- Protect Colac Otway Shire assets.

Colac Otway Shire will ultimately be responsible for the implementation of the CTEMP for Wye River and Separation Creek. This will involve:

- Restrictions on construction activities (e.g. permissible construction times) to moderate the impact of construction activities on the local community's amenity;
- Implementation of a temporary traffic management plan to ensure the safe movement of traffic and minimize the risks to vehicle operators and pedestrians;
- Enforcement of current legislation and if required higher control standards stipulated, within the plan to minimize damage to the environment and amenity.

These requirements will be issued on all future planning permits for demolition/removal of a building, construction of a new building, or construction of retaining walls over 1m in height. More specifically, issues to note in this plan for compliance are:

- Days and hours of construction;
- Management of impacts outside of individual construction zones including noise, dust, stormwater run-off and sediment control, protection of adjoining properties and Council infrastructure;
- Any impact upon adjacent roads and pedestrian walkways, ensuring there is adequate movement and circulation of vehicles and pedestrians;
- Access routes for construction vehicles, including the weight and length of heavy vehicles;
- Parking locations for construction vehicles and construction worker's vehicles;
- Temporary fencing works;
- Type and location of facilities and amenities for construction site workers;
- Disposal of litter and building waste;
- Disposal of displaced soil excavated from the construction site.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The CTEMP was presented at two community meetings in Wye River comprising of:

- An initial meeting during the development of the draft CTEMP to clearly define and refine issues and seek community feedback.
- A second meeting upon completion of the draft of the CTEMP to present it to the community and seek further feedback.

Initially it was proposed to include a requirement that all developers (property owners) were to provide a traffic management plan and a range of other plans and submit individual CTEMPs to Council.

The overall community consensus after the initial meeting was that individually submitted CTEMPs sought as part of the town planning process was seen as obstructionist and adding unnecessary cost to the process.

After considering the community feedback, Council requested that Coffey change the intent of the plan to allow for self-compliance and that an all-encompassing CTEMP be created in which all development approvals would be bound by it. The plan was revised, published on the Wyeseop Connect website on 29 March for public comment and a second drop-in session was held on 24 April 2017 at Wye River giving the locals further opportunity to provide comments.

Specifically, feedback was sought around permitted hours of operation for power tools and loud machinery, the type of parking restrictions – either area wide or individually signed, and whether the speed limit on local roads should be 20km/hr or 40 km/hr. The results have been tabulated in Attachment 2.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The adoption and implementation of the CTEMP would align with the following pillars of the Council Plan:

1. Good Governance

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Comment:

Addresses strategies 1. Transparent and accountable decision making, 2. Prudent and accountable financial, asset, risk and resource management, and 3. Effective community engagement and participation.

2. A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

Comment:

Addressees strategy 2. Develop an integrated response to meet future infrastructure needs.

3. A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

Comment:

Addresses strategies 1. Address the health and wellbeing needs of people of all ages and abilities, 2. Advocate for access to an increased range of education and training opportunities, 3. Increase the diversity of arts, culture and social spaces, and 4. Maintain existing infrastructure.

4. A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Comment:

Addresses strategies 3. Increase environmental sustainability through direct initiatives and advocacy, 4. Protect and care for the natural environment, and 5. Support community safety initiatives, local law enforcement and emergency management.

ENVIRONMENTAL IMPLICATIONS

The CTEMP ensures that air and noise emissions are in accordance with Environmental Protection Authority (EPA) Guidelines, and minimises damage to the environment including protection of vegetation and fauna. Noise and vibration from construction activities have the potential to impact upon nearby residents. Noise and vibration will principally result from activities such as earthworks, machinery operation, public infrastructure works, rebuilding of residential dwellings and increased traffic. Given the proximity of local residents to construction areas and the expected influx of tourists over the summer months, noise and vibration must be managed in order to minimise amenity impacts.

Construction related activities are likely to generate dust and greenhouse gases which have the potential to impact the air quality of nearby residents and contribute to global warming. Dust and greenhouse gases will principally result from activities such as traffic movements along unpaved roads, earthworks and machinery operation. This must be managed in order to minimise amenity impacts.

SOCIAL & CULTURAL IMPLICATIONS

The Gadubanud people lived in the Cape Otway region until the mid-nineteenth century (Otway Coast Tourism, 2016), and the Wye River and Separation Creek region is known to contain registered Aboriginal archaeological sites that are considered highly sensitive for their cultural heritage values (Dahlhaus et al, 2003). Due to limited ground disturbance associated with site construction activities, it is unlikely that Aboriginal heritage material

will be encountered. However, minor earthworks associated with additional site clearing and installation of retaining walls and drainage infrastructure has the potential to disturb Aboriginal heritage material, which must be managed in accordance with the relevant legislation and guidelines in Section 3 of the CTEMP.

The first European settlement was made by Alexander and Donald McRae in 1882 (Otway Coast Tourism, 2016). Given the area's European history, including the construction of the Great Ocean World post World War I, there is the potential for non-Indigenous archaeological material to be present. Due to limited ground disturbance associated with site construction activities, it is unlikely that European heritage material will be encountered. However, minor earthworks associated with additional clean-up and installation of retaining walls and drainage infrastructure has the potential to disturb European heritage material, which must be managed in accordance with the relevant legislation and guidelines in Section 3 of the CTEMP.

ECONOMIC IMPLICATIONS

The area is highly constrained in terms of using roads and road reserves for laydown areas or waste skip bins, and combined with construction work there is high potential for damage to roads, retaining walls, drainage infrastructure, systems and watercourses, or incidents due to erosion (both existing and future) and the steep road network. There is the potential of Council undertaking a greater maintenance burden and associated costs without a Traffic Management Plan.

Council have promoted and encouraged the rebuilding of homes in Wye River and Separation Creek wherever possible. Any roadblocks on the ability to rebuild homes in a timely fashion, which may be possible without a coordinated construction, traffic and environmental management approach will be contrary to Council's efforts to date.

Any impacts on amenity will affect the many Bed and Breakfast owners who attract visitors to stay in their homes.

LEGAL & RISK IMPLICATIONS

The implementation of the CTEMP protects human health and minimises the risk of injury to construction workers and the general public. The major component of the CTEMP is to manage the flow of traffic in the township and place restrictions on parking, aimed to minimise risk and ensure public safety.

Potential legal issues could arise if private land owners were not able to gain access to their sites causing delays to the construction of houses. This also extends to operators of the many Bed and Breakfasts whose concerns are for their visitors and their amenity.

By implementing the CTEMP, Council also minimises its exposure to risk to public liability as a result of working and living in an unsafe work environment.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The report, its implementation and monitoring will be funded from the \$5,430,000 given by the Victorian State Government via DEWLP to assist in the bushfire recovery efforts at Wye River and Separation Creek.

The funding conditions specify that the money is to be spent on 'Survey, geotechnical, engineering, and related specialist advice and contractor support required to effectively deliver the works and program actions,' as well as temporary erosion and drainage works, a permanent stormwater system, and reinstatement of Council retaining walls.

Of the \$5,430,000 given by the State, \$78,000 has been spent on preparing the Construction, Traffic and Environment Management Plan.

7. IMPLEMENTATION STRATEGY

DETAILS

Construction worker, contractor and local resident awareness of the required construction and environmental management measures will be critical to managing potential construction and environmental impacts.

Council's Bushfire Recovery staff will continue to monitor the townships of Wye River and Separation Creek to ensure compliance with the CTEMP. When signing in, all contractors and tradespeople operating in the area will be briefed on the CTEMP to ensure they have read and understand the CTEMP.

Monitoring will be conducted by Colac Otway Shire local laws and environmental staff to ensure that construction and environmental procedures are correctly implemented and adequate to:

- Minimise potential environmental and amenity impacts associated with construction at Wye River and Separation Creek.
- Ensure that construction activities comply with legislation and guidelines.
- Traffic management measures are being complied with i.e. parking requirements.

A compliance and monitoring program will be developed to ensure regular and effective monitoring of construction and environmental procedures outlined within this CTEMP.

All Wye River and Separation Creek issued Town Planning Development Permits will reference this document in the form of conditions of approval to ensure property owners have a legal obligation to follow the CTEMP.

COMMUNICATION

Stakeholder engagement regarding this plan has and will continue to be conducted using a number of methods. This is to ensure that stakeholders have the opportunity to engage and review potential management measures to mitigate against the impacts of reconstruction in Wye River and Separation Creek.

Residents will be notified of the final version of the CTEMP via email to all of our bushfire email subscribers, our monthly newsletter and on Facebook.

Stakeholders for the rebuilding of Wye River and Separation Creek are not just residents of these communities. Local businesses and accommodation facilities also have an interest in what occurs during the rebuilding of Wye River and Separation Creek. The following organisations have also been identified as stakeholders for the development of this CTEMP and will also be notified:

- Department of Environment, Land, Water and Planning (DELWP).
- State Emergency Services (SES).
- Emergency Management Victoria (EMV).
- Country Fire Authority (CFA).
- Community Resilience Committee (CRC).
- Wye River Foreshore Committee of Management.
- VicRoads.

A copy of the CTEMP will be posted on the Wyesepp web page.

Physical copies will be available at the Colac Otway Shire Bushfire Recovery site compound where contractors and tradespeople are required to sign in. A rundown of the CTEMP will be part of the sign in process. Hard copies will also be available at Council's Rae Street and Nelson Street offices.

The CTEMP will also be referenced in all development permits to ensure it is complied with under the planning and construction process.

TIMELINE

The CTEMP will be communicated using the abovementioned communication methods within a week of Council adoption.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



Colac Otway Shire
Wye River and Separation Creek
Construction, Traffic and Environment
Management Plan

Contract No. Q2016/17-40
31 May 2017



Pour trust
into your
foundations
and you
can build
anything

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

Prepared for
Colac Otway Shire

Prepared by
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31 May 2017

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Quality information

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V4 final	Issued for use	31/05/17	G. Heath	C. Balint	C. Balint
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- B Relevant Commonwealth and State legislation, guidelines and codes
- C Planning controls applicable to Wye River and Separation Creek
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- F Erosion and Sediment Control Plan

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G Wye River and Separation Creek Bushfire Vegetation Restoration (Short-term) Plan

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

1. Introduction

This construction, traffic and environment management plan (CTEMP) has been developed support the rebuilding of the Wye River and Separation Creek communities. The CTEMP sets out the operating framework and specific procedures for minimising potential impacts and managing amenity, traffic and environmental issues associated with post-bushfire construction for private landowners and government agencies and authorities. It was developed in consultation with landholders, local residents, regulatory authorities and other relevant stakeholders.

1.1. Project overview

The residents of Wye River and Separation Creek have been affected and displaced by the 25 December 2015 bushfires. After the bushfires, a clean-up of bushfire-affected areas was undertaken by the State Government. As residents begin the process of rebuilding their homes and government agencies and authorities replace and repair public infrastructure, there is a need for a CTEMP to manage construction activity. The plan is intended to provide guidance, during the rebuilding stage, to Council, council contractors and staff, builders and building subcontractors as well as the local community.

As the clean-up of bushfire debris, removal of hazardous trees and reinstatement of retaining walls by Grocon nears completion, the next stage in the recovery effort is being managed by The Colac Otway Shire (COS). The management of construction traffic and noise control has been given special consideration in this CTEMP to ensure that appropriate measures are in place to manage the cumulative effects of conflict between rebuilding and maintain the community's amenity.

1.2. Purpose and objectives of the CTEMP

The overriding purpose of the CTEMP is to enable COS and the State Government to facilitate orderly re-establishment of fire damaged areas in Wye River and Separation Creek.

The key objectives of the CTEMP are to:

- Ensure safe movement and orderly management of construction and local traffic.
- Ensure air and noise emissions are in accordance with Environment Protection Authority (EPA) guidelines.
- Minimise amenity impacts to the local community, businesses and tourists.
- Protect human health and minimise the risk of injury to construction workers and the general public.
- Minimise damage to the environment including the protection of vegetation and fauna.
- Manage potential erosion and sedimentation issues.
- Manage private construction activity on road reserves.
- Protect COS assets.

1.3. Implementation of the CTEMP

COS will ultimately be responsible for the implementation of the CTEMP for Wye River and Separation Creek. This will involve:

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

- Restrictions on construction activities (e.g. permissible construction times in accordance with EPA noise guidelines) to moderate the impact of construction activities on the local community's amenity.
- Implementation of a temporary traffic management plan to ensure the safe movement of traffic and minimise the risks to vehicle operators and pedestrians.
- Enforcement of current legislation and if required higher control standards stipulated within this plan to minimise damage to the environment and amenity.

The CTEMP will be administered through the use of planning and building permits within the Wye River and Separation Creek townships. Landowners wishing to rebuild will have to comply with the requirements of the CTEMP and ensure that all contractors also strictly adhere to the plan. All activity within the Wye River and Separation Creek Township Zones must also comply with the COS General Laws (Local Law No.2 – September 2013, see Appendix A). The purpose of the local law is to:

- Provide for the peace, order and good government of the municipality district.
- Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community.
- Prevent and suppress nuisances which may adversely affect the enjoyment of life within the municipal district of the health, safety and welfare of persons within the municipal district.

Penalties will be issued for non-compliances with planning and building permit conditions.

1.4. Document control

The underlying principles of this CTEMP will remain unchanged, however a yearly review will be undertaken to ensure that the regulations and guidelines within this plan are current. Should any guidelines or legislation be updated within this CTEMP, it will be issued as a new revision to reflect those updates. If and when a new revision of the CTEMP is issued, COS will notify all relevant stakeholders. Planning and building permits issued with reference to the CTEMP will only apply to the revision of the CTEMP at the time the permit is issued.

It is the individual's responsibility to ensure they are adhering to requirements of the CTEMP, which will be available from COS via the following methods:

- Online at <http://www.colacotway.vic.gov.au>
- Telephone – (03) 5232 9400 between 8:30am and 5pm, Monday to Friday.
- Fax – (03) 5232 9586 between 8:30am and 5pm, Monday to Friday.
- Mail – PO Box 283, Colac, Victoria 3250.
- Email – inq@colacotway.vic.gov.au.

Alternatively, copies of the CTEMP will be made available at the following COS offices:

- 2-6 Rae Street, Colac, between 8.30am and 5pm, Monday to Friday.
- 101-105 Gellibrand Street, Colac, between 8.30am and 5pm, Monday to Friday.
- 69-71 Nelson Street, Apollo Bay, between 8:45am and 1:15pm, Monday to Friday.

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

2. Context

2.1. Township Zones

This CTEMP covers the fire affected township Zones of Wye River and Separation Creek which are located approximately 160 km southwest of Melbourne and 20 km southwest of Lorne on the Great Ocean Road (Figure 2.1, 2.2 and 2.3). Wye River is located approximately 1 km southwest of Separation Creek, and both settlements are located in the local government area of COS. Prior to the 2015 bushfire, Wye River and Separation Creek consisted of a total of 442 dwellings and 76 vacant lots within the township boundaries, with approximately 120 permanent residents.

Construction activity has the potential to impact surrounding properties and residents. In some instances, particularly for noise, these impacts may extend a significant distance from the source. Other impacts relating to parking, traffic and waste generation have the potential to impose upon residents, holiday makers, local businesses and people previously not affected by the bushfire. A large number of the residences in the settlements are used for holiday accommodation as well as caravan parks and camping areas, with the population reaching approximately 3,500 during summer months. This almost 3000% increase in population during the summer months has a high potential to result in conflict and cumulative impacts from construction activities and traffic movements.

2.2. 2015 bushfire

The Wye River and Separation Creek bushfire took hold on the 19th of December 2015 and had a significant breakaway on Christmas Day when it reached the townships of Wye River and Separation Creek. The severity of the bushfire was rated as high or moderate in parts of the towns (Figure 2.4). The bushfire destroyed 109 houses at Wye River and Separation Creek and burnt approximately 2,500 ha of bushland. As well as the loss of these houses, the bushfire created new hazards, including increased land instability caused by damage to retaining walls, loss of vegetation and erosion.

2.3. Clean-up and re-building activities

Throughout 2016, clean-up of bushfire debris has been conducted by Grocon, COS and their contractors. Emergency Management Victoria has engaged Grocon to re-instate retaining walls with a High or Very High risk rating. COS and the State Government will continue the recovery effort by beginning to re-establish public infrastructure.

Owners are commencing the rebuilding of their homes and construction in some areas has begun. It is possible that not all of the destroyed houses will be rebuilt, however in the short term there is likely to be significantly higher than normal building activity and traffic.

In addition to the rebuilding of individual homes there will continue to be significant public infrastructure and clean-up works including:

- Repairs to damaged roads and roadside retaining structures (by both COS and Grocon).
- Installation of underground drainage.
- Open space infrastructure such as pathways, fencing, park furniture and waste bins.
- Utility infrastructure including power and telecommunication.
- Revegetation and pest plant control.

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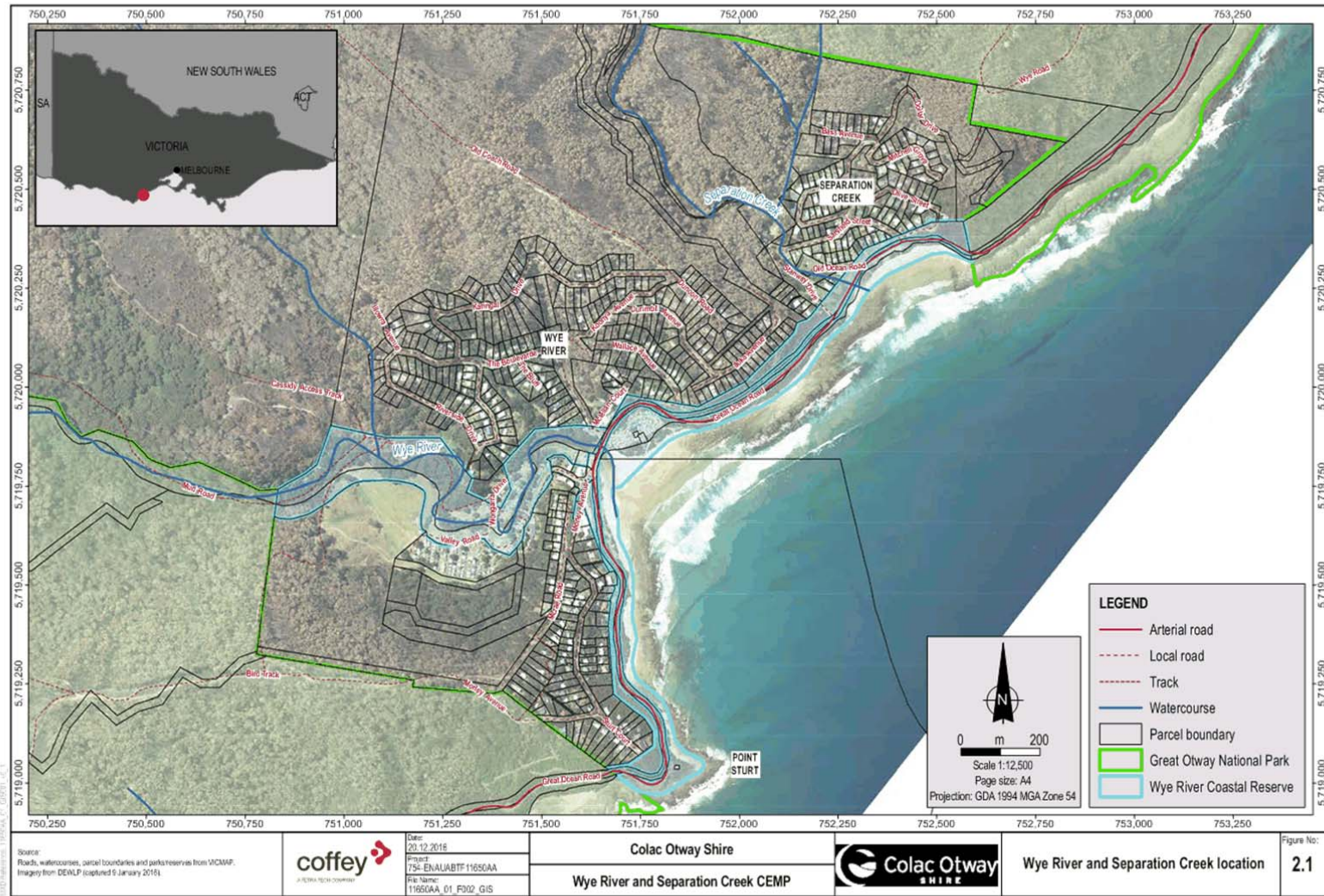
Wye River and Separation Creek Construction, Traffic and Environment Management Plan

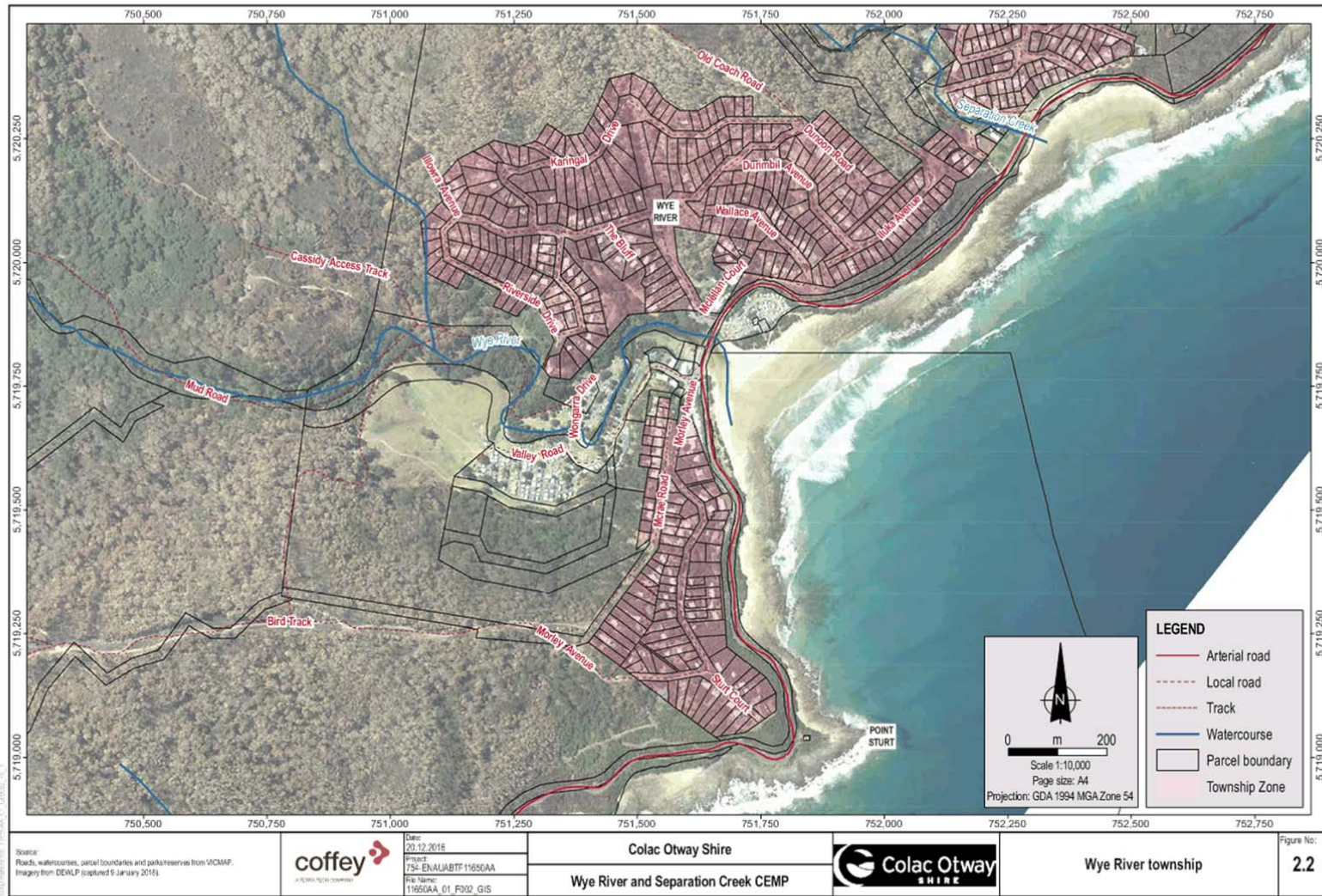
2.4. Current traffic management

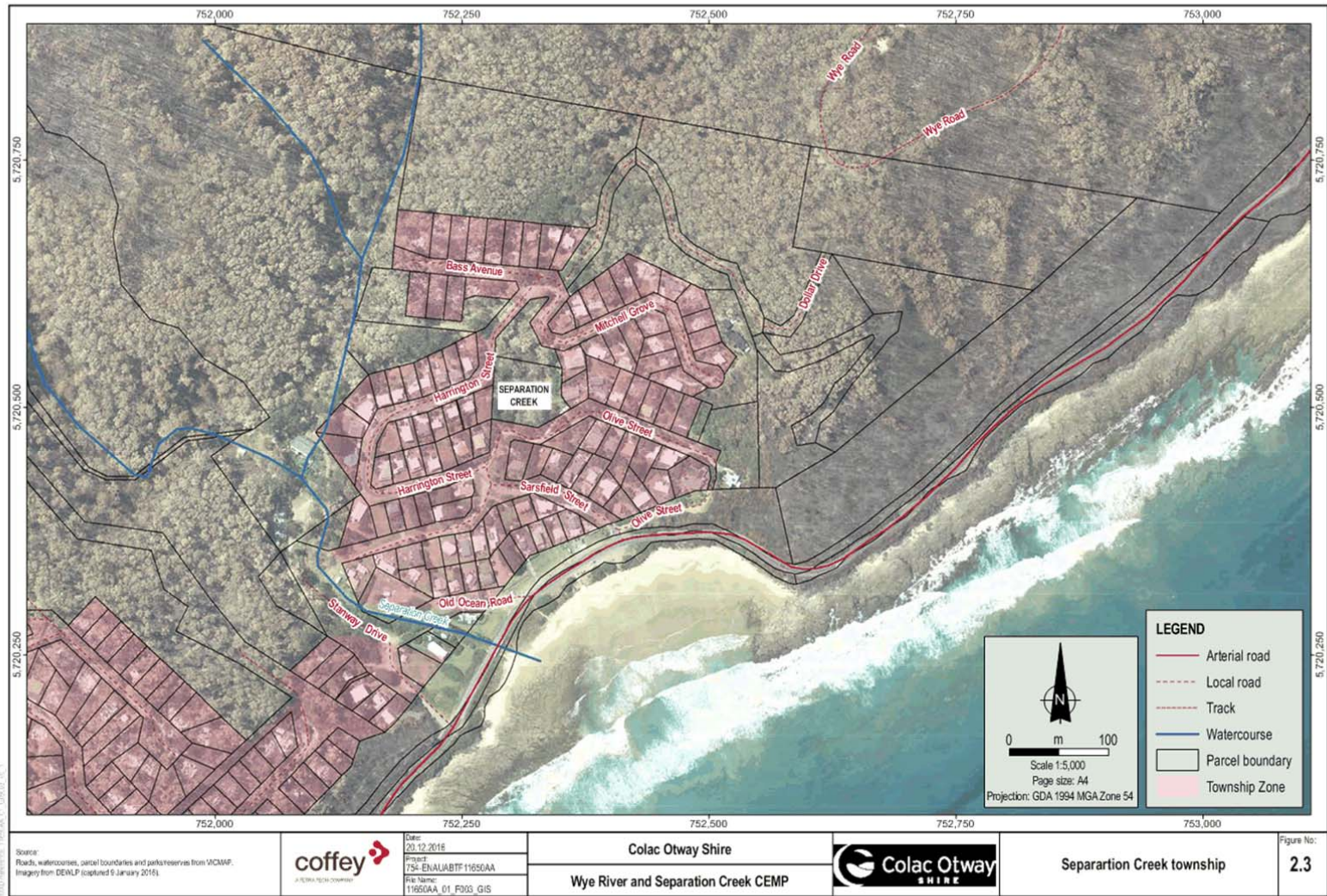
Currently there are little or no traffic management measures in place for the general public. This CTEMP explores the possible implementation of traffic management measures to improve the safe movement of pedestrian and vehicle traffic.

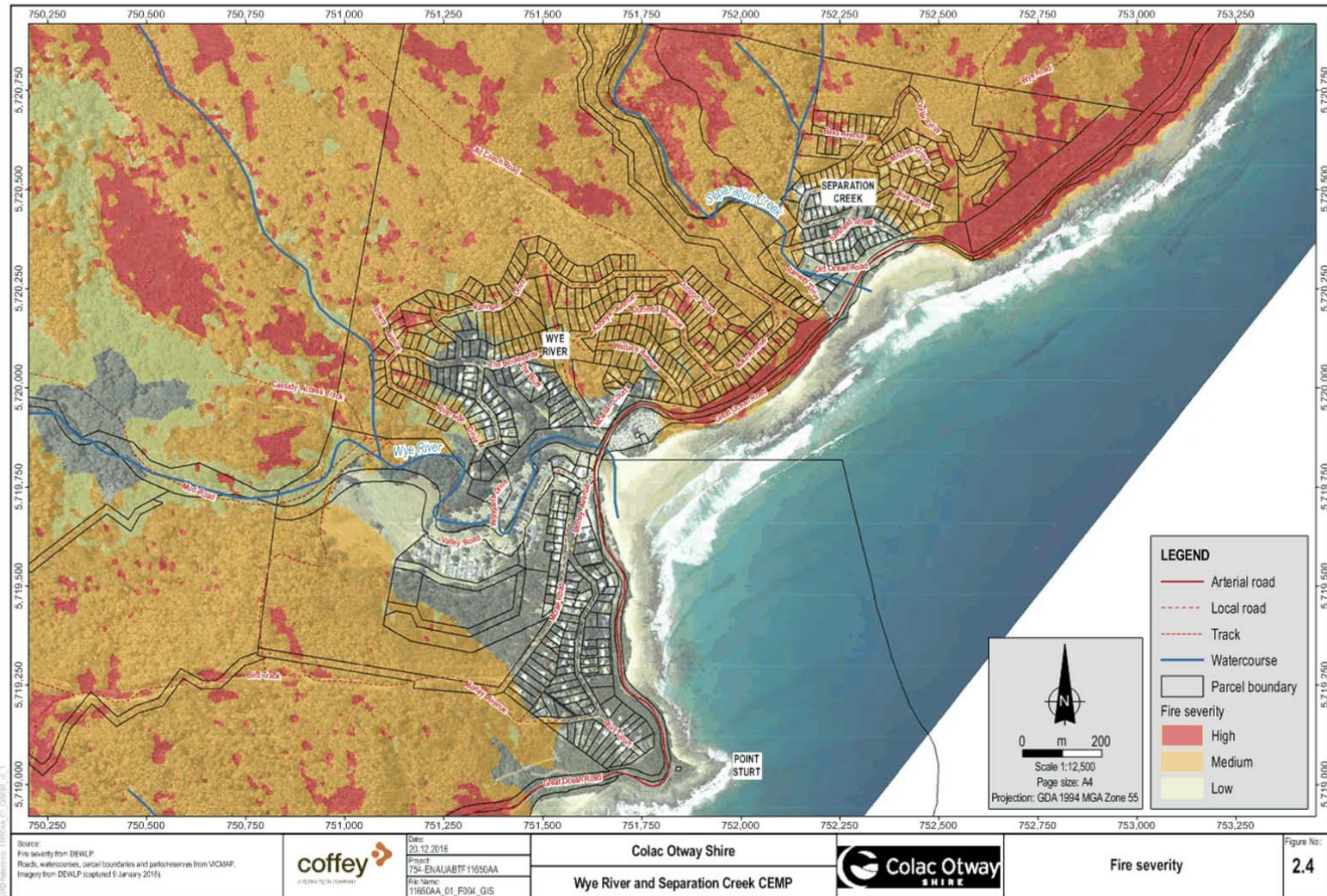
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Source:
Fire severity from DEWLP.
Roads, watercourses, aerial boundaries and parks/reserves from VICMAP.
Imagery from DEWLP (captured 9 January 2016).



Date: 20.12.2016
Project: P3K-ENALABTF11650AA
File Name: 11650AA_01_F004_GIS

Colac Otway Shire
Wye River and Separation Creek CEMP



Fire severity

Figure No: 2.4

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3. Legislative and statutory requirements

3.1. Commonwealth and State legislation, guidelines and codes

Commonwealth and State legislation, guidelines and codes relevant to the Wye River and Separation Creek CTEMP are provided in Appendix B.

3.2. Statutory planning framework

The statutory planning framework for approvals to enable rebuilding to take place in the fire affected areas of Wye River and Separation Creek is provided by the provisions of the *Planning and Environment Act 1987* and, more specifically, by the provisions of the Colac Otway Planning Scheme.

3.2.1. Planning and Environment Act 1987

The Planning and Environment Act 1987 sets the legislative framework for statutory and strategic planning in Victoria. The Act provides the legal framework for development approval by means of planning permits by the relevant responsible authority (in this instance, COS). Planning permits to allow the use or development of a specified parcel of land in accordance with the applicable provisions of the relevant planning scheme are usually issued with conditions.

The CTEMP will be enforced through the conditions of approval for planning and building permits issued by COS for development within Wye River and Separation Creek.

3.2.2. Colac Otway Planning Scheme

A summary of planning controls applying to Wye River and Separation Creek is provided in Appendix C.

Anyone seeking to rebuild, who does not have a valid existing planning permit, will require a new planning permit under the streamlined process. Landowners who have recently obtained permits which have expired will be able to utilise the plans and supporting documentation from the previous process to assist in preparing a new application, although they will need to be updated.

Planning and building approval processes

COS is the responsible authority for the administration of the Scheme. Under the provisions of the Scheme, planning approval will be required to enable construction of new dwellings (except where it is deemed that a valid planning permit exists).

On the WyeSep Connect webpage (<http://www.colacotway.vic.gov.au/My-property/Fire-and-emergencies/WyeSep-Connect>), COS and EMV provide guidance for applicants for a planning permit in relation to steps including:

- Pre-application consultation with One Stop Shop.
- Other steps to assist the preparation of applications.
- Information requirements to accompany an application.
- The steps in the planning permit process.

A planning permit condition of all new dwelling applications within the Incorporated Plan Area will require applicants comply with the CTEMP. Issues to note in this plan for compliance are:

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- Permissible construction times.
- Management of impacts outside of individual construction zones including noise, dust, stormwater run-off and sediment control, protection of adjoining properties and Council infrastructure assets.
- Management of steep sites to prevent the falling, or rolling, of excavated material and building materials into adjoining properties.
- Any impact upon adjacent roads and pedestrian walkways, ensuring there is adequate movement and circulation of vehicles and pedestrian adjacent to the land during the construction phase.
- Access routes for construction vehicles, including the weight and length of heavy vehicles. It is the builder's responsibility to ensure that the local road network is capable of supporting the construction vehicles proposed.
- Parking locations for construction vehicles and construction workers' vehicles.
- Temporary fencing works.
- Type and location of facilities and amenities for construction site workers.
- Disposal of litter and building waste, and methods for containing all waste on the construction site.
- Disposal of displaced soil excavated from the construction site.

Once a planning permit is issued, application can be made for building permit which is required under the Building Regulations for (among other things):

- Demolition/removal of a building.
- Construction of a new dwelling.
- Construction of a range of related works including retaining walls on boundaries or over 1 metre in height, most fences, decks and bushfires shelters.

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4. Stakeholder engagement

4.1. Identification of stakeholders

Stakeholders for the rebuilding of Wye River and Separation Creek are not just residents of these communities. Local businesses and accommodation facilities also have an interest in what occurs during the rebuilding of Wye River and Separation Creek. Other stakeholders include the many landowners who are residents of Melbourne and other surrounding districts and visitors and tourists to the region.

The following organisations have also been identified as stakeholders for the development of this CTEMP:

- Department of Environment, Land, Water and Planning (DWELP).
- State Emergency Services (SES).
- Emergency Management Victoria (EMV).
- Country Fire Authority (CFA).
- Colac Otway Shire (COS).
- Community Resilience Committee (CRC).
- Wye River Foreshore Committee of Management.
- VicRoads.

4.2. Methods of engagement

Stakeholder engagement regarding this plan has and will continue to be conducted using a number of methods. This is to ensure that stakeholders have the opportunity to engage and review potential management measures to mitigate against the impacts of reconstruction in Wye River and Separation Creek. It is likely that the management measures within this CTEMP will become planning and building permit approval requirements from COS.

The CTEMP is hosted on the COS website to provide members of the public with easy access to the plan. The key management measures of the CTEMP are also summarised and communicated via an interactive Web Map on the WyeSep Connect webpage.

The CTEMP was presented at two community meetings in Wye River comprising:

- An initial meeting during the development of the draft CTEMP to clearly define and refine issues and seek community feedback.
- A second meeting upon completion of the draft of the CTEMP to present it to the community and seek further feedback.

Feedback from these community meetings was collated and incorporated in this CTEMP where relevant.

4.3. Community feedback and complaints

Feedback and complaints about the CTEMP and its implementation will be invited by COS. All stakeholders are responsible for the successful implementation of the plan. Residents are welcome to provide feedback based on their view of the success and effectiveness of the plan in managing environmental and other construction impacts.

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5. Summary of CTEMP

The CTEMP for Wye River and Separation Creek needs to consider three main factors. The amenity of residents and visitors to the area (Section 6), traffic management (Section 7) and management and mitigation of environmental factors (Section 8).

The plan will provide residents planning to develop or construct residences on their land with guidance on meeting the planning approval requirements of COS. Management measures provided in this plan are primarily based on Victorian government policy, legislation and guidelines. Where appropriate, additional management measures have been introduced by COS to meet the requirements of the communities of Wye River and Separation Creek.

All construction site arrangements and operations at a minimum must comply with the COS General Laws (Local Law No.2 – September 2013, see Appendix A). The purpose of the local law is to:

- Provide for the peace, order and good government of the municipality district.
- Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community.
- Prevent and suppress nuisances which may adversely affect the enjoyment of life within the municipal district of the health, safety and welfare of persons within the municipal district.

All landowners and principal contractors are responsible for compliance with the CTEMP and communication with all relevant stakeholders. This includes safety briefings or inductions for all contractors and visitors. Site signage requirements for principal contractors are provided in the Occupational Health and Safety Regulations 2007. The following requirements outlined in Work Safe Victoria's Site Establishment Checklist for Builders and Building Trades Contractors (2005) should also be met where applicable/appropriate:

- A prominent sign advising all visitors to report to the site supervisor before entering the site.
- Signs depicting the necessary types of personal protective equipment (such as hearing protection and safety helmets, glasses and footwear) required for the site.
- Contact name and number.

Additionally, any site hazards such as unstable areas, hazardous trees etc. should be appropriately signed and fenced.

Table 5.1 below summarises the key risks and issues and objectives of this plan. There is also a summary of the detailed management and mitigation measures for each aspect. Landowners and principal contractors should refer to the full list of management measures and not rely upon the summary to determine compliance.

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Table 5.1 Summary of CTEMP

	Key risks and issues	Objectives	Management measures
Protection of amenity			
Noise	Increased noise and vibration through construction activities leading to detrimental effects on the health and amenity of residents, visitors, contractors and COS employees.	<ul style="list-style-type: none"> Avoid, minimise and manage noise generated from construction Protect the health and amenity of residents, visitors, contractors and COS employees from noise impacts 	<ul style="list-style-type: none"> Compliance with EPA construction work hours
Air quality	Potential health and amenity impacts to residents, visitors, contractors and COS employees.	<ul style="list-style-type: none"> Avoid, minimise and manage dust generated from construction Protect the health and amenity of residents, visitors, contractors and COS employees from dust 	<ul style="list-style-type: none"> Management of fugitive dust Reduced speed limits for unsealed roads Rehabilitation of disturbed areas
Rocks and Debris	Falling rocks and debris from development and construction sites leading to damage to property and injury to residents and visitors.	<ul style="list-style-type: none"> Avoid, minimise and manage debris and rock movement off construction sites 	<ul style="list-style-type: none"> Minimise disturbance of rock and debris on site Erection of fencing to prevent rocks and debris from leaving the construction site.
Traffic management			
	Safety of pedestrians and traffic using the road network	<ul style="list-style-type: none"> Provide a safer road network despite competing uses 	<ul style="list-style-type: none"> Traffic management plan implemented Advisory 20 km/hr speed limit One-way traffic flow restrictions Parking zones and restrictions Approval of laydown areas
Environmental management			
Soil and water	Erosion and landslips leading to sediment runoff and water quality impacts	<ul style="list-style-type: none"> Limit soil instability through the management of surface water flow 	<ul style="list-style-type: none"> Specific soil and erosion measures Revegetate cleared ground to prevent sediment runoff
Hazardous materials	Contamination of land, groundwater and surface water through inappropriate storage, handling, transport and disposal of materials.	<ul style="list-style-type: none"> Manage hazardous materials in accordance with regulatory requirements 	<ul style="list-style-type: none"> Management of hazardous materials in accordance with relevant Safety Data Sheets (SDS)

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Table 5.2 Summary of CTEMP (continued)

	Key risks and issues	Objectives	Management measures
Environmental management (continued)			
Asbestos	Non-compliant handling, management and disposal practices for asbestos	<ul style="list-style-type: none"> Avoid the potential for human exposure to asbestos and associated health risks. 	<ul style="list-style-type: none"> Ensure asbestos management and disposal is in accordance with relevant legislation and regulations
Waste	Pollution of land and water environments and potential health risks to humans	<ul style="list-style-type: none"> Manage all waste in accordance with the waste hierarchy and in compliance with statutory requirements 	<ul style="list-style-type: none"> Minimise and manage wastes in accordance with the principles of avoid, reduce, reuse, recycle, treat and dispose
Contamination and remediation	Contamination issues and human health risks associated with the decommissioning of septic tanks	<ul style="list-style-type: none"> Prevent contamination of land, groundwater and surface water Control risks to human health and the environment 	<ul style="list-style-type: none"> Compliance with EPA Victoria's Code of Practice – Onsite Wastewater Management
Biosecurity	Introduction and spread of pest plants and soil bore pathogens	<ul style="list-style-type: none"> Prevent the introduction and minimise the spread of pest plants and soil borne pathogens 	<ul style="list-style-type: none"> Wash-down vehicles and machinery Clean construction materials
Fire	Construction activities increasing the potential for wildfires through ignition	<ul style="list-style-type: none"> Minimise risk of fires Avoid human health and environmental impacts 	<ul style="list-style-type: none"> Manage hot work activities Controlled use of earthmoving and excavation equipment Controlled use of chainsaws and gardening equipment
Vegetation	Unauthorised clearing of vegetation and increased competition from pest plants	<ul style="list-style-type: none"> Minimise disturbance to vegetation No unauthorised clearance of vegetation 	<ul style="list-style-type: none"> All removal of vegetation subject to permit Encourage rehabilitation and revegetation of cleared areas Implementation of Bushfire Vegetation Restoration Plan
Indigenous heritage	Disturbance or damage to Indigenous heritage sites through construction activities	<ul style="list-style-type: none"> Minimise adverse impacts to Indigenous heritage 	<ul style="list-style-type: none"> Established protocols in the event of unexpected discovery
Non-Indigenous heritage	Disturbance or damage to non-Indigenous heritage sites through construction activities	<ul style="list-style-type: none"> Minimise adverse impacts to non-Indigenous heritage 	<ul style="list-style-type: none"> Established protocols in the event of unexpected discovery

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6. Amenity

COS are committed to protecting the amenity of residents and visitors to Wye River and Separation Creek. Construction activities have the potential to impact people with noise and dust. These impacts can be mitigated through compliance with Victorian and local legislation.

6.1. Noise

Noise and vibration from construction activities have the potential to impact upon nearby residents. Noise and vibration will principally result from activities such as earthworks, machinery operation, public infrastructure works, rebuilding of residential dwellings and increased traffic. Given the proximity of local residents to construction areas and the expected influx of tourists over the summer months, noise and vibration must be managed in order to minimise amenity impacts.

6.1.1. Key issues and risks

Key issues and risks relating to noise and vibration are:

- Increased noise and vibration from construction activities including building, machinery operation and increased construction-related traffic.
- Structural damage and erosion due to vibration.
- Detrimental effects on the health and amenity of construction workers, contractors, residents and tourists.

6.1.2. Objectives

The objectives of noise and vibration management measures are to:

- Avoid, minimise and manage noise generated from construction.
- Comply with EPA noise limits and COS limits outlined in Table 6.1 at nearby residences, or ensure that noise emissions are acceptable to residents.
- Protect built structures from structural and cosmetic damage due to vibration.
- Protect the health and amenity of residents, visitors, COS employees and contractors due to potential noise and vibration impacts.

6.1.3. Management measures

In general construction noise is prohibited by the EPA regulation inside of the following times (Section 6, Group 2):

- 8 p.m. to 7 a.m. Monday to Friday
- 8 p.m. to 9 a.m. Saturdays, Sundays and public holidays.

These prohibited times are a minimum requirement and do not mean that all construction work will be acceptable outside of these times. Although the Environment Protection (Residential Noise) Regulations 2008 refers to prescribed items in Group 2 it is likely that any construction related noise, including vehicle movements, loading and unloading and other construction site preparation within the times above would not be considered acceptable.

Specific permissible construction work hours applicable to the Wye River and Separation Creek Township Zones are outlined in Table 6.1. These permissible construction work hours are

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recommended by the EPA and supported by the Environment Protection (Residential Noise) Regulations 2008.

Table 6.1 Permissible construction work hours

Period	Permissible construction work hours
Monday to Friday	7 a.m. to 8 p.m.
Saturdays, Sundays and Public Holidays	9 a.m. to 8 p.m.

EPA Publication 480 (Best Practice Environmental Management – Environmental Guidelines for Major Construction Sites, 1996) provides guidance on managing noise from major construction projects. During dense periods of construction activity at Wye River and Separation Creek these guidelines should be followed to manage noise rather than the Environment Protection (Residential Noise) Regulations 2008, which are focused on managing noise from less intensive construction activity associated with individual houses. These management measures include:

- Fit and maintain appropriate mufflers on earth-moving and other vehicles.
- Enclose noisy equipment.
- Provide noise attenuation screens, where appropriate.
- Where an activity is likely to cause a noise nuisance to nearby residents, restrict operating hours to between 7 a.m. and 6 p.m. weekdays and 7 a.m. to 1 p.m. Saturday, except where, for practical reasons, the activity is unavoidable.
- Noise should not be above background levels inside any adjacent residence between 10 p.m. and 7 a.m.
- Advise local residents when unavoidable out-of-hours work will occur.
- Schedule deliveries to the construction site so that disruption to local amenity and traffic are minimised.
- Conduct a study on the impact of ground vibration from construction activities, where these operations occur within 50 m of a building and take appropriate action.
- Minimise air vibrations.

6.2. Air quality and greenhouse gases

Construction related activities are likely to generate dust and greenhouse gases which have the potential impact the air quality of nearby residents and contribute to global warming. Dust and greenhouse gases will principally result from activities such as traffic movements along unpaved roads, earthworks and machinery operation. Given the proximity of local residents to construction areas and the expected influx of tourists over the summer months, air quality and greenhouse gases must be managed in order to minimise amenity impacts.

6.2.1. Key issues and risks

Key issues and risks relating to air quality are:

- Dust emissions from traffic movements along unsealed roads, exposed surfaces and stockpiles.
- Water quality effects from dust deposition.
- Generation of greenhouse gases from construction machinery, mobile plant and equipment.
- Potential health and amenity impacts to construction workers, contractors, residents and visitors.

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6.2.2. Objectives

The objectives of air quality and greenhouse gas management measures are to:

- Minimise air and greenhouse gas emissions from construction.
- Minimise the impacts of dust generated from vehicle movements and exposed soils, including the prevention of dust deposition on nearby houses and properties.
- Minimise potential health and amenity risks for construction workers, nearby residents and the general public.
- Comply with EPA air quality requirements outlined in Section 6.2 at nearby residences.

6.2.3. Management measures

The State Environment Protection Policy (Air Quality Management) 2001 establishes the framework for managing emissions into the air environment in Victoria from all sources of air pollutants, so that the air quality objectives outlined in The State Environment Protection Policy (Ambient Air Quality) 1999 are met. In addition Section 59E of the Environment Protection Act 1970 provides for an indictable offence where a person intentionally, recklessly, or negligently pollutes the environment or causes or permits an environmental hazard which results in a serious threat to public health or a substantial risk of a serious threat to public health.

In order to manage dust, odour emissions and greenhouse gas emissions the below management measures should be adopted at Wye River and Separation Creek.

Dust prevention

Dust prevention measures shall:

- Ensure that the management of fugitive dust complies with the relevant legislation and regulations listed in Section 3, including the State Environment Protection Policy (Ambient Air Quality) 1999.
- Adhere to speed limits outlined in Section 7 to reduce dust generation.
- Rehabilitate disturbed areas not in use to minimise potential for airborne dust.

Additionally, *Clause 74* in Part 4 of COS Local Law Number 2 2013 (Appendix A) is applicable to dust prevention.

6.3. Rocks and Debris

Construction related activities on steep slopes will possibly have the potential to impact nearby residents and or the general public. Excavated material and building material may fall or roll into nearby properties. Given the proximity of local residents to construction areas and the expected influx of tourists over the summer months, the potential for falling or rolling rocks and debris must be managed in order to minimise amenity impacts.

6.3.1. Key issues and risks

Key issues and risks relating to rocks and debris are:

- Falling or rolling of excavated material from construction site into adjoining properties.
- Falling or rolling equipment from construction site into adjoining properties

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6.3.2. Management measures

In order to manage the falling or rolling of rock and debris below management measures should be adopted at Wye River and Separation Creek.

Fencing

Temporary fencing arrangement shall:

- Be installed below construction site.
- Be sufficient to contain all excavated material on site.
- Be installed with-in construction site.
- Be removed on completion of construction.

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7. Traffic management

The cumulative impact of heavy vehicle movements associated with the site clean-up, residential construction traffic and increased patronage to the townships during holiday periods (Christmas/New Year, school holidays, Easter and long weekends) necessitates a traffic management strategy to ensure safety and efficiency of the road network. This section summarises the traffic management plan developed by GTA consultants (2017) for Wye River and Separation Creek (see Appendix D).

The area is highly constrained in terms of using roads and road reserves for laydown areas or waste skip bins, and there is high potential for damage to roads or incidents due to erosion (both existing and future) and the steep road network. Works on Council land and roads is covered under Part 3 of COS Local Law Number 2 2013 (Appendix A).

Construction work combined with erosion and physical constraints such as lack of laydown areas and steep roads has the potential to damage COS assets including soils and retaining walls, roads, drainage systems and watercourses. Protection of COS assets is covered by Part 3 of COS Local Law Number 2 2013 (Appendix A).

7.1. Existing road network

7.1.1. Wye River

Wye River is located abutting the Great Ocean Road. Great Ocean Road is an arterial road under VicRoads jurisdiction and generally aligned along the Victorian southwest coast stretching between Torquay and Allansford.

The Boulevard provides the primary connection between Great Ocean Road and the Wye River residential area. Its intersection with Great Ocean Road does not have traffic signals with provision of full turning movements. Wallace Ave also connects Wye River to Great Ocean Road however its predominant purpose is a secondary access.

The greater local road network in Wye River comprises predominantly narrow, winding and/or undulating/steep roads. Limited signage, road safety barriers and lighting exists and a number of the roads are located on slopes supported by retaining walls.

There currently exists an informal road connection between Wye River and Separation Creek, however during a recent inspection this connection was closed to vehicles. Advice provided to GTA indicates this road was used to shuttle residents and visitors between Wye River and the Great Ocean Road via Separation Creek whilst the Great Ocean Road was under restricted operation.

7.1.2. Separation Creek

Separation Creek is also located abutting the Great Ocean Road, with Sarsfield Street providing the primary connection to the town.

The Great Ocean Road/Sarsfield Street intersection does not have traffic signals and allows for full turning movements. The two other minor local road network connections to Great Ocean Road are Stanway Drive and Old Ocean Road which are both dead-end roads.

The greater local road network in Separation Creek is mostly narrow, however with less undulation in comparison to Wye River. Limited road infrastructure is present and the road surface quality varies throughout the township.

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7.2. Key issues and risks

Key issues and risks relating to traffic management are:

- Safety of pedestrians and traffic using the road network due to significantly higher than normal building activity resulting in large volumes of trucks, cranes, and contractor and delivery vehicles in a constrained area.
- Traffic congestion caused by vehicles and machinery associated with construction, residents and visitors.
- Peak period traffic volumes within a constrained road network.
- Increased likelihood of conflicts between vehicles.
- Increased likelihood of conflict between pedestrians and vehicles.
- Lack of appropriate parking areas for construction workers, contractors, Council workers and tourists.
- Heavy and over dimensional vehicle movements on narrow roads with eroded verges resulting in vehicle rollover.
- Lack of turning circles.

7.3. Objectives

The ultimate objective of the traffic management plan is to minimise the above key issues and risks and in-turn provide a safer road network.

7.4. Management measures

The traffic management plan (see Figures 7.1 and 7.2) has been prepared with consideration for construction over the next 12 months, noting the short timeframes for implementation. It is largely an extension to the existing traffic management plan facilitated by Grocon during the post-bushfire clean-up. During this time, the ability to remain flexible will be essential with the re-construction of retaining walls and the proposed construction of the stormwater drainage system.

Features of the traffic management plan include:

- A distinguished road network hierarchy (largely determined by the anticipated traffic volumes and quality of the road in regard to observed width, undulation, surface, etc.).
- One-way traffic flow restrictions in the southwest portion of Riverside Drive (Wye River) and two way traffic flow in the remaining road network.
- Investigation into formalised passing areas in strategic locations where there appears to be adequate width and/or moderately flat terrain to allow vehicles to safely pass one another.
- Parking signage to delineate 'time restricted' and 'no parking' areas within the road network.
- 20 km/hr speed limit for all roads within each township.
- Advisory signage on Great Ocean Road to restrict access to The Boulevard and Sarsfield Street to local traffic only.
- Advance signage as it relates to dynamic road network conditions.
- Requirement for contractors to provide a traffic management plan when working from the road reserve for activities such as crane lifts etc.

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

Figure

Figure 7.1 Wye River Traffic Management Plan

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

Figure

Figure 7.2 Separation Creek Traffic Management Plan

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7.4.1. Peak holiday periods

The traffic management plan has been prepared with consideration to the large influx of visitors to the townships during holiday periods. Holiday periods are not restricted to Christmas and New Year period but could include Easter, school holidays and long weekends. In maintaining a consistent strategy, traffic management during peak periods may feature additional traffic controls to manage the anticipated increase in traffic flow as required.

7.4.2. Speed limits

The steep, narrow and windy road network within Wye River and Separation does not allow for high speeds. The addition of construction sites, machinery, vehicles and workers will result in the need for reduced speed limits throughout the townships. As per the traffic management plan a speed limit of 20 km/hr will be implemented throughout the Wye River and Separation Creek townships.

7.4.3. Parking

Particularly during the summer months, parking is congested in Wye River and Separation Creek with a high visitor numbers. Parking is highly constrained due to:

- The road network comprising narrow winding and steep roads.
- Lack of road reserves and public car parks, particularly in the residential areas but also on the foreshore.
- The volume of tourists over the summer holidays.
- Increased risk of vehicle rollover.
- Soft edges of roads.

Parking management is covered in the traffic management plan (see Appendix D). In summary, the following measures shall be implemented to manage parking:

- Installation of parking signs to delineate 'time restricted' or 'no parking' areas within the road network.
- Restriction of the amount of trade vehicles at each construction site, with only trade vehicles carrying tools being allowed on site.
- Provision of a parking area (such as in and around The Boulevard in Wye River) for additional trade vehicles, from where workers can leave their vehicles and be picked up by vehicles with permits to get to the construction site.
- Encouraging the use of shared access to the construction work site.

7.4.4. Laydown areas

Due to the steep nature of the area, narrow roads with lack of road verges, existing erosion and lack of flat areas, laydown areas for construction material are scarce. When several houses are being constructed within proximity to each other, coupled with public infrastructure works such as reconstruction of retaining walls and drainage installation, the capacity to accommodate construction materials will be limited.

To manage limitations and conflicts relating access to and use of laydown areas, the following measures shall be implemented:

- The use of road verges as laydown areas must be approved and permitted by Council prior to use.

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- A scheme will be made available for landowners with cleared sites that are not currently rebuilding under which they can make their vacant sites available to COS so that they can be used for stockpiling of construction material. COS can then make these sites available to landowners requiring construction stockpiling areas.
- No unauthorised stockpiling of construction materials on road reserves or other people's properties.

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8. Environmental management and controls

Construction at the Wye River and Separation Creek has the potential to cause environmental impacts. Environmental aspects that need to be considered at Wye River and Separation Creek include:

- Soil and water.
- Hazardous material.
- Asbestos.
- Waste.
- Contamination and remediation.
- Wastewater.
- Biosecurity.
- Vegetation.
- Heritage.
- Fire management.

This section describes the key issues and risks, objectives and environmental management and control measures for the above environmental aspects.

8.1. Soil and water (including wastewater)

As a result of the bushfires, catchments surrounding the area have lost significant understorey vegetation. This has resulted in increased runoff, and sediment and debris sources overloading the drainage system (GHD, 2016a). Due to the catchment conditions and ongoing works, the functionality of the existing drainage system is currently being compromised. This has resulted in unintended overland flow paths which have placed infrastructure and properties at risk of further damage (GHD, 2016a). Additionally, large volumes of sediment are deposited in various gullies within the area, and ultimately the waterways and coastal foreshore areas (GHD, 2016a).

In addition to erosion and sediment issues, stormwater run-off has the potential to transport contaminants from soils and materials.

8.1.1. Key issues and risks

Key issues and risks relating to soil and water are:

- Erosion and landslips.
- Increased sediment runoff from the erosion of exposed surfaces.
- Sediment runoff from stockpiles of topsoil and construction materials.
- Sediment runoff and disturbance to creeks and drainage lines during works near rivers and creeks.
- Impacts to water quality in surrounding rivers, creeks, groundwater systems and the ocean from incorrect wastewater disposal.
- Spills from on-site fuel tanks or chemicals storage.
- Runoff or leachate from exposure of buried contaminated material or soils.
- Runoff from grass establishment and maintenance activities (e.g. pesticides, herbicides, fertilizers, soil improvers etc.).

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- Sediment and contaminants (e.g. oil, grease, metals) from wash down of vehicles and machinery

8.1.2. Objectives

The objectives of soil and water management measures are to:

- Limit soil erosion and exacerbation of land instability.
- Control sediment discharge leaving the construction area.
- Retain sediment laden water within specified site boundaries and prevent sediment from impacting surface water quality.
- Dispose of wastewater in accordance with relevant legislation and guidelines.
- Minimise the potential for impacts to the surrounding environment and human health and safety.

8.1.3. Management measures

After the December 2015, GHD prepared an Erosion and Sediment Control Report (GHD, 2016a; Appendix E) and an Erosion and Sediment Control Plan (GHD, 2016b; Appendix F) providing specific guidance on the erosion and sediment control measures required to be implemented on each property. Table 8.1 provides a summary of GHD's (2016a) proposed site specific management measures for the gully catchments within Wye River and Separation Creek. Implementation methods for the below specific management measures are provided in Appendix E. Landowners are responsible for the implementation of the management measures for erosion and sediment control.

Table 8.1 Specific soil and erosion measures

Gully	Proposed treatment measure
Wye River north (west of Main Gully)	<ul style="list-style-type: none"> • Gravel reinstatement – stabilisation of individual sites. • Table drain stabilisation – check dams in table drain. • Steep embankment treatment – erosion matting over batters. • Pit protection – mesh gravel roll place around inlet pit. • Slope drain to erosion protection – channel protection using slope drain to rock pad. • Sediment/debris trap (endwall) – sediment fence on endwall. • Erosion protection – erosion control matting and revegetation. • Silt fences. • Hydromulcher – stabilisation through revegetation using a hydromulcher.
Wye River North (East of Main Gully)	<ul style="list-style-type: none"> • Table drain stabilisation – check dams in table drain. • Pit protection – mesh gravel roll place around inlet pit. • Steep embankment treatment – erosion matting over batters. • Erosion protection – erosion control matting and revegetation. • Silt fences. • Slope drain to erosion protection – channel protection using slope drain to rock pad. • Sediment/debris trap – sediment fence on headwall/endwall. • Hydromulcher – stabilisation through revegetation using a hydromulcher.

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Table 8.2 Specific soil and erosion measures (continued)

Gully	Proposed treatment measure
Separation Creek	<ul style="list-style-type: none"> • Steep embankment treatment – erosion matting over batters. • Silt fences. • Table drain stabilisation – check dams in table train. • Pit protection – mesh gravel roll place around inlet pit. • Hydromulcher – stabilisation through revegetation using a hydromulcher.

Source: GHD, 2016a.

In addition to above specific erosion and sediment control management measures, *Clause 42* under Part 3 of COS Local Law Number 2 2013 (Appendix A) is also applicable to soil and erosion.

Best practice measures to manage potential soil and water issues in Wye River and Separation Creek include:

- Remove topsoil and subsoil using suitable equipment and reuse wherever possible, and transport off-site as soon as practicably possible.
- Minimise the number and size of stockpiles.
- Construct stockpiles with slopes less than 2:1.
- Cover, mulch or seed any topsoil stockpile which is to be maintained for longer than one month.
- Where stockpiles are seeded, a sterile seed combined with native seed mix should be used. After seeding a standard hydromulch consisting of various types of organic fibrous material (e.g. paper or wood pulp, wood fibre, straw fibre) mixed with water, tackifier and soil ameliorants and sprayed on the soil in a slurry to provide a protective layer.
- Surround unstabilised stockpiles and batters with silt fences or a drainage system to collect and correctly dispose of contaminated water
- Do not locate stockpile soils within or close to drainage lines.
- Ensure contaminated soils, affected by fuel or other chemical spills will be removed from site for appropriate disposal in compliance with relevant licences and legislation, as appropriate. Contaminated soils are covered further in Section 8.5.
- Restrict traffic (including machinery) movement to roads to avoid disturbance of soil and creation of bare areas, where practicable.
- Inspect and maintain erosion and sediment control structures (e.g., diversion drains, sediment traps, silt fences etc.) regularly and prior to, and after, heavy rain events.
- Do not clear steep slopes and areas of highly erodible soils and progressively rehabilitate cleared areas.
- Manage work schedules of multiple contractors to minimise delays in construction activity that may prolong the duration of disturbed land remaining unstabilised.
- Do not direct surface water or stormwater flow to areas of unprotected soil such as driveways. This includes water from erosion treatment areas.
- All builders and contractors working longer-term (e.g. greater than one week) at a construction site will be required to provide a port-a-loo onsite. Wastewater from all port-a-loos must be disposed of in accordance with manufacturer requirements.

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8.2. Hazardous materials

Construction activities at Wye River and Separation Creek will involve the use of hazardous materials such as fuels, lubricants, paints and adhesives. These materials require appropriate handling, storage, transport and disposal to keep the construction area safe, and to prevent to occurrence of a hazardous incident. Uncovering of asbestos is covered in Section 8.3.

8.2.1. Key issues and risks

Key issues and risks relating to hazardous materials are:

- Inappropriate storage, handling, transport and disposal of hazardous materials increasing the risk of a hazardous incident with the potential to result in health and environmental impacts.
- Contamination of land, groundwater and surface water through inappropriate storage, handling, transport and disposal of materials.
- Inadequate spill response procedures resulting in potential health and environmental impacts.
- Exposing hazardous materials previously buried under soil through earthmoving.

8.2.2. Objectives

The objectives of hazardous materials management measures are to:

- Avoid the release of hazardous substances to land and water.
- Manage hazardous materials in a safe and environmentally appropriate manner and in accordance with regulatory requirements.
- Ensure hazardous materials are identified, stored, transported and handled correctly to minimise the risk of spills.
- Minimise waste through efficient use of resources and recycling.

8.2.3. Management measures

Hazardous material management measures shall:

- Ensure that hazardous materials are managed in accordance with the legislation and guidelines listed in Section 3.
- Ensure that all personnel are trained in procedures for the safe handling, transport, storage and disposal of hazardous materials if they are required to use hazardous materials
- Ensure that all relevant Safety Data Sheets (SDS) are available at each site for hazardous chemicals used.
- Ensure that all spill response kits and clean up materials are well stocked.
- Ensure that all relevant personnel are trained in spill responses.
- Ensure all personnel have appropriate PPE to work with hazardous materials.

8.3. Asbestos

Most of the asbestos in materials from destroyed dwellings was removed by Grocon during the post-bushfire clean-up, however there remains the potential for residual asbestos-containing material to be present on construction sites. Exposure to asbestos fibres can cause a range of debilitating medical conditions affecting the respiratory system, including mesothelioma, asbestosis and lung

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cancer. Many asbestos-related conditions are life threatening or associated with a marked reduction in life expectancy, therefore the potential presence of asbestos must be taken seriously.

8.3.1. Key issues and risks

Key issues and risks relating to asbestos are:

- Non-compliant asbestos handling, management and disposal practices leading to health and safety risks to construction workers, contractors and the local community.

8.3.2. Objectives

The objectives asbestos management measures are to:

- Avoid the potential for human exposure to asbestos and associated health risks.
- Comply with relevant legislation and guidelines relating to asbestos handling, management and disposal practices.

8.3.3. Management measures

The Occupational Health and Safety Act 2004, Occupational Health and Safety (Asbestos) Regulations 2003 and the Occupational Health and Safety Regulations 2007 provide guidance on duties and obligations in relation to asbestos management. The management of asbestos is also summarised in Work Safe Victoria Compliance Code, Managing Asbestos in Workplaces 2008.

Asbestos management measures shall:

- Ensure that asbestos and any items contaminated with asbestos are managed in accordance with the legislation and guidelines listed in Section 3, in particular the Occupational Health and Safety (Asbestos) Regulations 2003 and the Work Safe Victoria Compliance Code, Managing Asbestos in Workplaces 2008.
- Ensure that asbestos removal is only undertaken by a licensed removalist and involves a non-friable asbestos-containing material with an area that does not exceed 10 square metres in total.
- Ensure that the total time of all asbestos removal does not exceed one hour in any period of seven days.
- Prevent the use of brooms, brushes, high-pressure water jets, power tools, compressed air or other gases on asbestos-containing material.
- Stop work and evacuate the area if asbestos-containing material is suspected and:
 - Secure the potential affected area using asbestos warning tape and signs.
 - Wet down the material and seal or encapsulate the affected area using plastic sheeting and adhesive tape.
 - Restrict commencement of works until the area or asbestos has been secured and made safe.
- Ensure the suppression of dust when working in the vicinity of suspected asbestos-containing material.

8.4. Waste

Construction and presence of the construction workforce will result in generation of industrial and general waste. Mismanagement of waste on construction areas has the potential to contaminate land

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on-site or result in the transport of litter and other waste materials off-site by wind or water. Waste management is covered in Part 8 of COS Local Law Number 2 2013 (Appendix A).

8.4.1. Key issues and risks

Key issues and risks relating to waste are:

- Pollution of land and water environments.
- Non-compliant waste management and disposal practices leading to contamination of soils, surface water and groundwater.
- Health and safety risks to construction workers, contractors and the local community.

8.4.2. Objectives

The objectives of waste management measures are to:

- Manage and dispose of all waste properly and in compliance with relevant legislation and guidelines.
- Maximise recycling and reuse of industrial and general waste.
- Minimise waste generation, landfill disposal and contamination associated with construction.

8.4.3. Management measures

Industrial and general waste management is covered by Part 3 and Part 8 of COS Local Law Number 2 2013 (Appendix A).

General waste management measures shall:

- Ensure no burning of construction waste within Wye River and Separation Creek.
- Manage wastes in accordance with the principles of avoid, reduce, reuse, recycle, treat and dispose.
- Ensure that recyclable materials are stored separately from general waste.
- Ensure unused solid materials that are excess to requirements are stored and disposed of according to their safety data sheets (SDS) and in such a manner as to avoid health and safety risks and spillage or leakage to the environment.
- Return waste and unused oils to suppliers, where practicable and encourage suppliers to take responsibility for unwanted waste packaging.
- Ensure bins are present at all construction sites for workers and contractors.
- Ensure that construction workers do not use public, local residence or business waste or recycling bins for disposal of construction waste.

8.5. Contamination and remediation

During rebuilding, on-site wastewater treatment systems damaged by the bushfires may require decommissioning. Decommissioning of wastewater treatment systems has the potential to contaminate land, surface water and groundwater systems through the release of and exposure to sludge, scum and black water. This section focuses on contamination and remediation associated with decommissioning on-site wastewater treatment systems.

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8.5.1. Key issues and risks

Key issues and risks relating to contamination and remediation are:

- Contamination issues and risks associated with decommissioning septic tanks.
- Health and safety risks to construction workers, contractors and the local community.

8.5.2. Objectives

The objectives of contamination and remediation management measures are to:

- Prevent contamination of land, groundwater and surface water in accordance with relevant legislation and guidelines.
- Control risks to human health and the environment from existing contamination, i.e. septic tanks.
- Minimise transport of existing contamination throughout the environment.
- Ensure that no contaminated material is moved off-site without the required approvals or permits.

8.5.3. Management measures

EPA Victoria's Code of Practice – Onsite Wastewater Management, summarises requirements under the *Environment Protection Act 1970* for decommissioning wastewater treatment systems. Decommissioning of wastewater treatment must be in accordance with this Code of Practice, including:

- Before decommissioning, any remaining contents of the septic tank must first be pumped out by a sewage sludge contractor.
- The contractor must also hose down all inside surfaces of the tank and extract the resultant water.
- Where the tank will no longer be used but will remain in the ground, the contractor must first disinfect the tank by spreading (broadcasting) hydrated lime over all internal surfaces in accordance with the WorkSafe safety precautions associated with using lime (i.e. wearing gloves, safety goggles and not using lime on a windy day).
- Under no circumstances should anyone enter the tank to spread the lime or for any other reason, as vapours in confined spaces can be toxic.
- A licensed plumbing practitioner must disconnect the tank from the premises and from the absorption trench system, and permanently seal or plug the inlet and outlet plugs.
- To demolish a tank, the bottom of the tank is broken and then the lid and those parts of the walls that are above ground are collapsed into the tank. The tank is then filled with clean earth or sand.
- Before a tank may be used to store stormwater a licensed plumbing practitioner must disconnect it from the premises and the trench system, and connect an overflow pipe from the tank to the stormwater legal point of discharge. The tank must be filled with fresh water and disinfected, generally with 100 mg/L of pool chlorine (calcium hypochlorite or sodium hypochlorite) to provide a resultant minimum 5 mg/L of free residual chlorine after a contact time of 30 minutes.
- All treatment systems must be decommissioned by a licensed plumbing practitioner.

In addition to the requirements of the Environment Protection Act 1970 it is also necessary to obtain approval from COS prior to decommissioning by submitting an Application to Install a Septic Tank System form to COS.

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8.6. Biosecurity

Pest plants and animals threaten environmental values and can result in expensive control methods. Construction machinery used in areas where pest plants and pathogens such as phytophthora are present has the potential to spread pest plants and pathogens at Wye River and Separation Creek. Earthworks also has the potential to spread existing plants and pathogens throughout the area.

8.6.1. Key issues and risks

Key issues and risks relating to biosecurity are:

- Introduction and spread of pest plants and soil borne pathogens through contaminated construction machinery and equipment.
- The introduction of pest plants leading to an increase in pest animal habitat.
- Displacement of native fauna and vegetation species.
- Pest plants and animals outcompeting native flora and fauna.
- The inappropriate disposal of food wastes leading to an increase in pest animals.
- The movement of soil resulting in fresh habitat for rabbits and foxes.
- The introduction of domestic dogs accompanying construction workers which may predate on native fauna.
- Degradation of the native environment and wildlife habitat.

8.6.2. Objectives

The objectives of biosecurity management measures are to:

- Prevent the introduction and spread of new pest plants and animals and soil pathogens due to construction at the site.
- Minimise the spread of existing pest plant and animal species.

8.6.3. Management measures

The following management measures shall be implemented to prevent the introduction and spread of new pest plants and animals:

- Ensure that all construction machinery used in other areas is sufficiently cleaned before entering Wye River and Separation Creek using one or more of the following methods:
 - Wash-down: achieved by applying water to machinery and equipment at a high pressure using a pressure cleaner or spray tank and pump.
 - Air blast: assists decontamination in hard to reach areas.
 - Physical removal: most appropriate for contaminants that adhere to machinery or equipment, usually undertaken prior to wash-down or air blasting.
- Undertake cleaning of machinery and vehicles off-site at an appropriate are, e.g. on site where pest plants occur and clear of water courses and drainage lines.
- Keep machinery and equipment log books to keep a record of cleaning activities.
- Obtain guarantees from suppliers that any construction materials with the potential to be contaminated with invasive weed species or plant pathogens, e.g. topsoil, are free of contaminants.

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The following management measures shall be implemented to reduce spread of existing pest plants and animals:

- Operate in compliance with the Wye River and Separation Creek Bushfire Vegetation Restoration (Short-term) Plan (Appendix G).
- Ensure that soil is not stockpiled in or in proximity to water courses and drainage lines.
- Avoid the spread of soils that potentially contain pathogens throughout the area and limit ground disturbance as far as reasonably practicable.
- If phytophthora has been identified, all sites will require the use of Phytoclean in the wash-down of all mobile plant and equipment.

8.7. Fire from construction activities

Construction activities have the potential to generate fires (e.g. welding, grinding) at Wye River and Separation Creek. Given that the area has recently experienced and is being rebuilt because of a bushfire, extreme precaution must be undertaken to ensure that construction activities do not result in bushfires. This section focuses on fires associated with construction activities. Bushfire management is not covered in this CTEMP.

8.7.1. Key issues and risks

Key issues and risks relating to fire from construction activities are:

- Activities such as welding, grinding, fuel handling increasing the potential for accidental fires.
- Fire spreading through the area resulting in human injury or death, damage to property and public infrastructure and loss of vegetation species.
- Additional trauma and hardship for those affected by the December 2015 bushfires.

8.7.2. Objectives

The objectives fire management measures for construction activity are to:

- Minimise the risk of bushfires starting as a result of construction activities.
- Prevent fires resulting from construction activities.
- Avoid human health and environmental impacts associated with fires.

8.7.3. Management measures

Due to the sensitive nature of the site, no work will be permitted at Wye River and Separation Creek during total fire ban days.

The below management measures for specific works shall be implemented during the CFA declared Fire Danger Period to prevent fires being started from construction activities.

Hot work including welding, grinding and soldering

- Use of fire-resistant shield or guard to stop sparks or hot metal.
- Ensure an area of at least 1.5 m from the operation is clear of flammable material or wetted down sufficiently to prevent the spread of fire.

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- Presence of a reticulated water supply or water spray knapsack containing at least 9 litres of water.
- All cut-offs and hot materials from the operation are to be placed in fire-proof receptacles.

Earthmoving and excavating equipment

- Ensure that equipment is free from faults and mechanical defects that could cause a fire outbreak.
- Ensure equipment is fitted with a spark arrester in working order (unless it is fitted with a turbocharger or an exhaust aspirated air-cleaner).
- All vehicles to carry fire suppression equipment, e.g., fire extinguisher, knapsack spray pump.

Chainsaw, plant trimmer or lawnmower

- Ensure that equipment is free from faults and mechanical defects that could cause a fire outbreak and fitted with a sufficient spark arrester.
- Have an area of at least 3 m around the machine cleared of flammable material.
- Person operating the equipment must carry fire suppression equipment, e.g., fire extinguisher, knapsack spray pump.

8.8. Vegetation

The clearing of hazardous trees at Wye River and Separation Creek following the bushfire has impacted the landscape and amenity of the area. Competition from pest plants, continued erosion and further unauthorised tree removal has the potential to reduce the viability of remaining trees and wildlife habitat present.

8.8.1. Key issues and risks

Key issues and risks relating to vegetation are:

- Unauthorised clearing of vegetation.
- Increased competition from pest plants.
- Hazardous tree removal leading to bare ground and increased runoff.
- Management of fire fuel loads including treatments to control landslips and erosion.

8.8.2. Objectives

The objectives of vegetation management measures are to:

- Minimise disturbance to vegetation, particular conservation significant vegetation, whilst balancing the need to provide for asset protection from bushfires.
- Protect staff, contractors and the local community from hazardous trees.
- Avoid damage to dwellings, machinery and vehicles from hazardous trees.
- Ensure there is no unauthorised vegetation clearance.
- Ensure that cleared areas are revegetated and reduce the potential for soil erosion and land slips.

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8.8.3. Management measures

Vegetation management measures shall:

- Require anyone planning to undertake tree removal within Wye River and Separation Creek to consult with COS and obtain a permit prior to doing so.
- Ensure vegetation removal and ground disturbance is minimised and restricted to only what is required for safe construction.
- Encourage rehabilitation of areas that have been exposed by tree removal and understorey clearance associated with the bushfire.
- Ensure compliance with the Wye River and Separation Creek Bushfire Vegetation Restoration (Short-term) Plan (Appendix G).

8.9. Indigenous heritage

The Gadubanud people lived in the Cape Otway region until the mid-nineteenth century (Otway Coast Tourism, 2016), and the Wye River and Separation Creek region is known to contain registered Aboriginal archaeological sites that are considered highly sensitive for their cultural heritage values (Dahlhaus et al, 2003). Due to limited ground disturbance associated with site construction activities, it is unlikely that Aboriginal heritage material will be encountered. However, minor earthworks associated with additional site clearing and installation of retaining walls and drainage infrastructure has the potential to disturb Aboriginal heritage material, which must be managed in accordance with the relevant legislation and guidelines in Section 3.

8.9.1. Key issues and risks

Key issues and risks relating to Indigenous heritage are:

- Disturbance or damage to Indigenous cultural heritage sites through construction activities and site personnel.

8.9.2. Objectives

The objectives of Indigenous heritage management measures are to:

- Minimise adverse impacts to Indigenous cultural heritage during construction activities.
- Outline actions to be implemented if Indigenous cultural heritage is detected during construction activities.
- Ensure that Indigenous cultural heritage is managed in accordance with statutory requirements.

8.9.3. Management measures

In the event that suspected Indigenous cultural heritage (that has not been previously identified) is discovered, the following procedures will be adopted:

- All activity in the vicinity must cease immediately.
- In no circumstances will material from the location be removed or interfered with in any way without authorisation.
- The person discovering the material must immediately notify the person in charge.
- The person in charge of the activity must suspend any relevant works within a 50 m radius of the location of the discovery and must isolate that area with a protective barrier.

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- Works may continue outside the 50 m barrier.
- The person in charge must notify Aboriginal Victoria (AV) within 24 hours.
- Representatives of the Registered Aboriginal Party (RAP) or nominated Aboriginal stakeholder must be given access to site to inspect the discovery and deal with material found.
- Within three days, the RAP or nominated Aboriginal stakeholder must consult with a cultural heritage adviser to determine how to manage the discovery.
- If agreement cannot be reached the parties must apply the Dispute Resolution Procedure (or resort to VCAT if this process fails).
- Works can recommence within the exclusion zone when:
 - The agreed protective measures have been implemented.
 - The relevant Aboriginal cultural records have been updated.
 - All parties agree and any dispute has been resolved.
- If the material is deemed to be artefactual, an Indigenous Cultural Heritage Site Card will be completed by an archaeologist and the Indigenous Cultural Heritage Database updated accordingly. An Indigenous Cultural Heritage Site Card will also be submitted to Aboriginal Victoria for inclusion in the Victorian database.
- Any cultural heritage recovered remains the property of the RAP or nominated Aboriginal stakeholder for that area.

Where human remains (or suspected human remains) are discovered, the following procedures will be adopted:

- All activity in the vicinity must cease immediately.
- The remains must be left in place and protected from harm or damage.
- The Coroner's office, Victoria Police and the Commonwealth Representative must be notified immediately.
- If there are grounds to believe the remains may be Aboriginal, Aboriginal Victoria must be notified.
- All details on the location and nature of the remains must be provided to the authorities.
- If the remains are confirmed as Aboriginal, Aboriginal Victoria must be notified.
- The relevant authority, after consulting relevant Aboriginal groups, will determine the appropriate course of action.
- The mitigation and/or salvage strategy determined by the relevant authority must be implemented.
- All efforts to minimise disturbance to the remains must be examined.
- Any salvaged Aboriginal human remains must be treated in accordance with the relevant authority's directions.
- Any reburial must be fully documented by COS and the site clearly marked and all details provided to the relevant authority.
- Where the reburial is within or close to the site measures must be implemented to ensure the remains are not subject to further disturbance.

8.10. Non-Indigenous heritage

The first European settlement was made by Alexander and Donald McRae in 1882 (Otway Coast Tourism, 2016). Given the area's European history, including the construction of the Great Ocean World post World War I, there is the potential for non-Indigenous archaeological material to be present. Due to limited ground disturbance associated with site construction activities, it is unlikely

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that European heritage material will be encountered. However, minor earthworks associated with additional clean-up and installation of retaining walls and drainage infrastructure has the potential to disturb European heritage material, which must be managed in accordance with the relevant legislation and guidelines in Section 3.

8.10.1. Key issues and risk

Key issues and risks relating to non-Indigenous heritage are:

- Disturbance or damage to non-Indigenous cultural heritage sites through construction activities and construction workers.

8.10.2. Objectives

The objectives of non-Indigenous heritage management measures are to:

- Minimise adverse impacts to non-Indigenous cultural heritage during construction activities.
- Outline actions to be implemented if non-Indigenous cultural heritage is detected during construction activities.
- Ensure that non-Indigenous cultural heritage is managed in accordance with statutory requirements.

8.10.3. Management measures

In the event that suspected non-Indigenous cultural heritage (that has not been previously identified) is discovered, the following procedures will be adopted:

- In no circumstances will material from the location be removed or interfered with in any way without authorisation.
- Any discovery of non-Indigenous cultural artefacts will be reported immediately to the person in charge.
- The status of the non-Indigenous cultural heritage material shall be ascertained. The location will remain as an interim listing until a qualified archaeologist can make confirmation.
- The site will be flagged as a 'no-go zone' until the site assessment has been completed by an archaeologist (if deemed necessary by archaeologist). A buffer exclusion zone of 50 m will be established around the site.
- Work will not recommence in the affected area until the site is appropriately viewed and approval given, following outcomes of the archaeologist survey and consultation with any authorities, as required.
- If the material is deemed to be a site, a Non-Indigenous Cultural Heritage Site Card will be completed by an archaeologist and the Non-Indigenous Cultural Heritage Database updated accordingly. A Non-Indigenous Cultural Heritage Site Card will also be submitted to relevant state agency and authority for inclusion in the respective state database.
- Where a site is found and further disturbance is unavoidable, approval will be sought under either the *Victorian Heritage Act 1995* for the appropriate management measure.

Where human remains (or suspected human remains) are discovered, the following procedures will be adopted:

- All activity in the vicinity must cease immediately.
- The remains must be left in place and protected from harm or damage.

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- The Coroner's office, State Police and the Commonwealth Representative must be notified immediately.
- All details on the location and nature of the remains must be provided to the authorities.
- The relevant authority will determine the appropriate course of action.
- The mitigation and/or salvage strategy determined by the relevant authority must be implemented.
- All efforts to minimise disturbance to the remains must be examined.
- Any salvaged human remains must be treated in accordance with the relevant authority's directions.
- Any reburial must be fully documented by COS and the site clearly marked and all details provided to the relevant authority.
- Where the reburial is within or close to the site measures must be implemented to ensure the remains are not subject to further disturbance.

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9. Induction and implementation

Construction worker, contractor and local resident awareness of the required construction, traffic and environmental management measures will be critical to managing potential construction, traffic and environmental impacts.

Prior to undertaking works at Wye River and Separation Creek all construction workers, contractors and local residents rebuilding their homes must review the construction, traffic and environmental management measures in this CTEMP. Before issuing a planning permit, COS is responsible for notifying local residents rebuilding their homes about the requirement to review this CTEMP before issuing a planning permit.

Local residents are responsible for notifying construction companies rebuilding their homes about the requirement to review this CTEMP, and construction companies are responsible for notifying any contractors undertaking works at the site. Ultimately, it is the responsibility of all personnel undertaking works at Wye River and Separation Creek to know and implement the management measures within this CTEMP.

This CTEMP is available from COS via the following methods:

- Online at <http://www.colacotway.vic.gov.au>
- Telephone – (03) 5232 9400 between 8:30 a.m. and 5 p.m., Monday to Friday.
- Fax – (03) 5232 9586 between 8:30 a.m. and 5 p.m., Monday to Friday.
- Mail – PO Box 283, Colac, Victoria 3250.
- Email – inq@colacotway.vic.gov.au.

Alternatively, copies of the CTEMP will be made available at the following COS offices:

- 2-6 Rae Street, Colac, between 8.30 a.m. and 5 p.m., Monday to Friday.
- 101-105 Gellibrand Street, Colac, between 8.30 a.m. and 5 p.m., Monday to Friday.
- 69-71 Nelson Street, Apollo Bay, between 8:45 a.m. and 1:15 p.m., Monday to Friday.

Wye River and Separation Creek Construction, Traffic and Environment Management Plan

10. Compliance and monitoring

Monitoring will be conducted by COS by-laws and environmental staff to ensure that construction and environmental procedures are correctly implemented and adequate to:

- Minimise potential environmental and amenity impacts associated with construction at Wye River and Separation Creek.
- Ensure that construction activities comply with legislation and guidelines in Section 3.
- Traffic management measures are being complied with i.e. parking requirements.

A compliance and monitoring program will be developed to ensure regular and effective monitoring of construction and environmental procedures outlined within this CTEMP.

Coffey
754-ENAUABTF11650AA_1_CTEMP_v4
31 May 2017

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Wye River and Separation Creek Construction, Traffic and Environment Management Plan

11. References and bibliography

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GHD. 2016b. Wye River and Separation Creek Draft Erosion and Sediment Control Plan. Prepared for Colac Otway Shire. Melbourne, Victoria.

GTA Consultants. 2017. Wye River and Separation Creek Traffic Management Plan. Prepared for the Colac Otway Shire. Melbourne, Victoria.

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Attachment 2

Construction Traffic Environment Management Plan Drop In Session Feedback 24/4/17

Issue	Yes	No	Sign posted No Parking	Area wide permit parking	20 km/hr	40 km/hr	Consensus
Is it appropriate that the CTEMP restricts working noise beyond the regular EPA guidelines?	1	3					Adhere to EPA Guidelines
What type of parking restrictions do you think should be applied?			2	1			Sign posted No Parking
Do you think that the traffic speed limit on local roads should be reduced to:					3	1	20 Km/hr

ORDINARY COUNCIL MEETING

APOLLO BAY FISHERMEN'S COOPERATIVE LEASE

OM172806-7

LOCATION / ADDRESS	2 Breakwater Rd, Apollo Bay Vic 3233	GENERAL MANAGER	Gareth Smith
OFFICER	Gary Warrener	DEPARTMENT	Development & Community Services
TRIM FILE	F16/6696	CONFIDENTIAL	No
ATTACHMENTS	1. Apollo Bay Fishing Coop Feature Survey Plan 2016.pdf		
PURPOSE	Seek Council endorsement to enter a new lease agreement with the Apollo Bay Fishermen's Cooperative		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The Apollo Bay Fisherman's Cooperative (the Cooperative) has operated since 1948. The Cooperative is based on Crown Land at Apollo Bay Harbour for which Council is the Committee of Management.

The Cooperative has a lease for the building which is 668m² in area and accommodates storage and processing of seafood plus a fish and chip shop. The Cooperative also has a licence for the surrounding car park area to the leased building, the adjacent viewing deck and fuel facility located on the jetty. The area of the licenced land is 1735m².

The existing lease and licence expired on 30/06/2016 and are currently on holding over arrangements.

Productive negotiations with the Cooperative have resulted in mutual, in principle agreement to enter a short lease and licence with a two year tenure to align with the proposed timing of completion of the Apollo Bay Harbour expressions of interest (EOI) and Development Plan (DP) processes.

Subject to Council endorsing the proposal to enter a new lease agreement with the Cooperative, approval will be requested from DELWP.

3. RECOMMENDATION

That Council:

- 1. Enters into an Agreement with the Apollo Bay Fisherman's Cooperative Society Ltd to Lease a 668m² portion of Crown Allotment 20, Section 2 Township of Apollo Bay with the following terms;**

Agreement type	Lease
Lease terms	2 years (from signing of lease)
Rent	\$33,687 pa (incl GST)
Rent review	Nil
Option	Nil
Rates & charges	100% lessee
Utilities	100% lessee
Maintenance & cleaning	100% lessee
Waste removal	100% lessee
Building and contents insurance	100% lessee - \$10M
Insurance Public Liability	100% lessee - \$20M

- 2. Authorises the Chief Executive Officer or delegate to execute the Lease on behalf of Council.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Apollo Bay Fishermen's Cooperative is one of only three remaining fishermen's cooperatives in Victoria and has been in continuous operation since 1948. Operated by local fishermen and their families, it is an integral part of the fabric of the Apollo Bay community and driver of the local economic activity and employment.

The Apollo Bay harbour is still home to a fleet of approximately ten commercial fishing vessels. The predominant catch includes southern rock lobster, shark, snapper, flathead and King George whiting. Abalone divers with trailer-vessels are also regular visitors to the Bay. Larger vessels are also seasonal visitors in Apollo Bay harbour potting for giant crabs, harvesting scallops near King Island, long-lining and hooking squid in Bass Strait. Without the protection of the harbour, support of the Cooperative and access to the port's slipway and maintenance facilities, this vibrant industry and all of the local social-economic benefits that flow from it, would be lost.

KEY INFORMATION

The Cooperative has a lease for the building which is 668m² in area and accommodates storage and processing of seafood plus a fish and chip shop. The Cooperative also has a licence for the building's surrounding car park area, the

adjacent viewing deck and fuel facility located on the jetty. The area of the licenced land is 1735m2. The attached plan shows the area proposed to be leased and licensed and key features.

This report seeks Council’s approval to enter a lease agreement with the Corporative whilst a licence agreement can be authorised by the Chief Executive Officer.

The Cooperative lease and licence expired on 30/06/2016 and are currently on a holding over arrangements in accordance with the expired lease and licence. Colac Otway Shire and DELWP officers are eager to issue a standard Crown lease and licence that will secure “as is” tenure on the site to allow continued and uninterrupted operation of the Cooperative.

The Cooperative have agreed in principle to enter a new short term lease and licence with tenure of two years, which is timed to align with Apollo Bay Harbour Precinct EOI and DP processes i.e. 2019.

The Cooperative is also eager to undertake minor works in the licence area to improve visitor experience and to better service customers of their fish and chip shop. Minor works can be permitted under the Planning Scheme and will include landscaping, amended traffic management and outdoor furniture. A permit was issued in late 2016 for a verandah to the cooperative building to provide shelter for their customers. These works have recently been completed. Entering the proposed short term lease and licence provides a level of certainty for the Cooperative to progress these enhancements to the land.

Negotiations for the potential of a longer term lease would recommence as the EOI and DP processes advance.

The proposed key terms of the short term lease are as follows:

Agreement type	Lease
Lease terms	2 years (from signing of lease)
Rent	\$33,687 pa (incl GST)
Rent review	Nil
Option	Nil
Rates & charges	100% lessee
Utilities	100% lessee
Maintenance & cleaning	100% lessee
Waste removal	100% lessee
Building and contents insurance	100% lessee - \$10M
Insurance Public Liability	100% lessee - \$20M

The proposed licence will be considered by the Chief Executive Office following a Council decision is made regarding the lease. The proposed licence would also be for 2 years to align with the lease.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Council officers have engaged in positive negotiations with the Apollo Bay Fishermen's Cooperative and have reached in principle agreement, subject to Council resolution, for a new lease and licence as outlined above.

DELWP has also been kept informed of the negotiation process and have supported a short term lease and licence. DELWP have provided the lease and licence template to document the terms and conditions negotiated.

No broader community engagement has been undertaken.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The continued operation of the Apollo Bay Fishing Cooperative is noted within Schedule 2 of the Special Use Zone within the Planning Scheme. In particular it states the future DP should retain the Fisherman's Cooperative building and support the on-going viability of fishing operations and the cooperative.

ENVIRONMENTAL IMPLICATIONS

The draft lease and licence include conditions relating to the Cooperative maintaining and operating the facilities in accordance with relevant legislation, including the Environmental Protection Act and guidelines. Of most relevance is the operation of the refuelling facilities.

SOCIAL & CULTURAL IMPLICATIONS

Apollo Bay Fishermen's Cooperative is one of only three remaining fishermen's cooperatives in Victoria and has been in continuous operation since 1948. Operated by local fishermen and their families, it is an integral part of the fabric of the Apollo Bay community. There is strong support by the community for the continued operation of the Cooperative at the Harbour which was evident during past harbour Master Plan consultation processes.

ECONOMIC IMPLICATIONS

The Cooperative have invested significantly into the leased and licensed areas in recent years including the construction of a viewing deck and upgrades to the building electrics, tanks cooling system, refrigeration, the pontoon and pump room and the kitchen. Asbestos has also been removed from the building as part of recent upgrades.

The facility employs two full time and seven casual employees which increases by a further five casuals in summer. There is significant flow-on economic benefit to the Apollo Bay and regional economy.

No future Council maintenance costs are expected to the assets for the term of the new lease and license.

LEGAL & RISK IMPLICATIONS

The lease and licence agreement has been prepared in accordance with Council's Property Leasing Policy, which outlines Council's principles and values in relation to property management, and mitigates the risk to all parties involved.

The Lessee is required to have \$20M public liability insurance for the leased area and will be asked to provide Council with a copy of the certificate of currency.

As the land on which the property is located is Crown land, the draft lease and licence agreements have been prepared by DELWP on their prescribed templates. The agreements will be finalised subject to Council and the Delegate for the Minister of Energy, Environment and Climate Change approving the lease and licence agreement.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

If the recommended option is adopted, lease revenues of \$33,687 plus licence revenue of \$116.35 per annum can be expected for the term of the two year lease. This is an increase of \$2,636 from the previous annual lease and licence fees.

Administrative costs associated with the preparation of the lease and future invoicing will be absorbed into the relevant operational budget.

7. IMPLEMENTATION STRATEGY

DETAILS

The agreements will be finalised subject to Council and the Delegate for the Minister of Energy, Environment and Climate Change approving the lease and licence agreement.

The lease and licence would then be executed.

COMMUNICATION

Subject to Council endorsement DELWP will be requested to seek approval of the lease and licence.

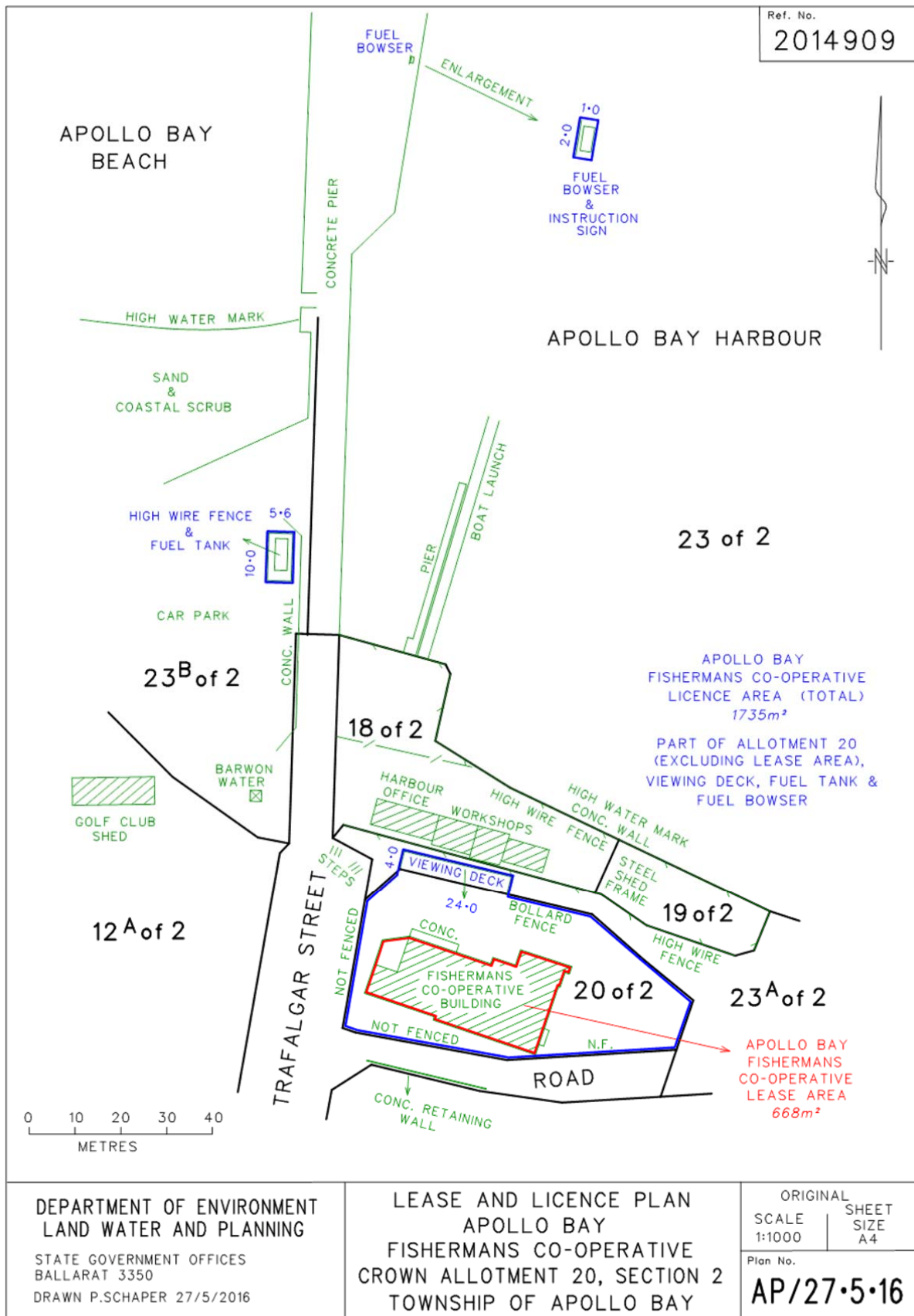
The proposed tenant will be advised of the outcome following Council's Recommendation. All relevant internal stakeholders will be notified of the new Lease and Licence terms.

TIMELINE

- Subject to Council endorsement, the lease agreement will be provided to DELWP immediately, to seek State Government approval.
- The lease and licence agreement is expected to be executed by both lessor and lessee by August 2017.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

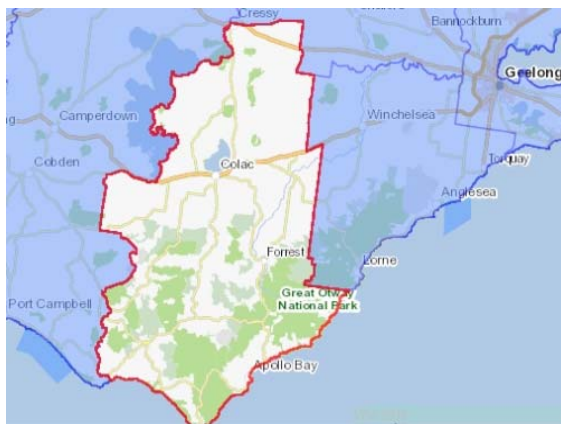


ORDINARY COUNCIL MEETING
**G21 ROAD TRANSPORT PLAN 2017-2027
 (DRAFT)**
 OM172806-8

LOCATION / ADDRESS	Shire Wide	GENERAL MANAGER	Tony McGann
OFFICER	Jeremy Rudd	DEPARTMENT	Infrastructure & Leisure Services
TRIM FILE	11/96723	CONFIDENTIAL	No
ATTACHMENTS	1. G21 Road Transport Plan 2017-2027 December 2016 Final Draft		
PURPOSE	The purpose of this report is to inform Council on the content of the G21 Road Transport Plan (Draft) 2017 -2027 affecting the Colac Otway Shire so that Council is able to respond to the Draft Plan.		

1. LOCATION PLAN / AERIAL PHOTO

Whole of Shire



2. EXECUTIVE SUMMARY

The G21 Geelong Region Alliance is the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

The G21 Region Road Transport Plan 2017-2027 is proposed to provide advocacy for the development of regional road transport infrastructure.

A table in Section 6.3 of the Plan lists required upgrades considered necessary within Colac Otway Shire. Short, medium and long term time frames are indicated in the table which should be considered in the context of the 10 year duration of the plan.

The required upgrades listed are relevant and reflect necessary infrastructure improvements. The Great Ocean Road Inland Route improvements and Forrest-Apollo Bay widening & turn out bays are projects already announced by VicRoads and hence the Short-term timeframe is applicable.

Likewise pavement strengthening of Timboon-Colac and Colac-Ballarat Roads are being investigated and a medium-term timeframe would seem most appropriate.

Also listed as a Medium Term priority is a bypass of the Princes Hwy around Colac. Planning and delivery of a bypass is the responsibility of the State Government. VicRoads has consistently advised that they are responsible for determining whether a future bypass of Colac is required. They would also be responsible for any planning or investigation into any likely route. VicRoads has formally advised it does not have any current intentions or funds to undertake planning for consideration of a bypass.

The key changes we recommend to the Plan are that it advocates for the preparation of a study which investigates the economic, social & environmental impacts of a proposed bypass of Colac and that this study be delivered in the short term. It is essential that this work is undertaken so that Council can understand the overall costs and benefits of a possible Highway bypass and develop a position on the issue.

Given that the Highway is a State responsibility such a study is the responsibility of the State to fund and manage. Council's role is to advocate for the study to be prepared. In addition Council and the community would be key stakeholders in such a study.

3. RECOMMENDATION

That Council:

1. ***Writes to G21 advising that it requires the following amendments to the G21 Road Transport Plan 2017 – 2027 (Draft) :***
 - a. ***Table 6.3, line 5, column 2 which currently reads "Bypass" to be replaced by the statement: "a study of the economic, social & environmental impacts of a bypass of the Princes Highway." and***
 - b. ***Table 6.3, line 5, column 3 which currently reads "Medium" to be replaced by the word: "Short".***

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The G21 Geelong Region Alliance, the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

The G21 Region Road Transport Plan 2017-2027 is proposed to provide advocacy for the development of regional road transport infrastructure that:

- Supports the growth of established and emerging industries
- Responds to structural changes
- Strengthens regional economic and social opportunities
- Promotes sustainable transport
- Supports population growth within the region

The G21 Region Road Transport Plan 2017-2027, when adopted, will be an important in shaping road transport infrastructure investment throughout the region over the next 10 years.

KEY INFORMATION

The G21 Committee are currently seeking feedback on the content of the draft Road Transport Plan 2017 – 2027 (Draft).

The draft plan gives background to the purpose of the plan in context of the G21 objectives. Specific reference to transport routes directly affecting Colac Otway Shire is within Section 6.3, pages 23 – 25 of the document. The key arterial and local road network routes are ranked in order of importance in respective tables.

A third table in Section 6.3 lists required upgrades necessary within Colac Otway Shire. Short, medium and long term time frames are indicated in the table which should be considered in the context of the 10 year duration of the plan. Although the routes listed are VicRoads assets the table indicates what Council and the G21 believe to be a reasonable timeframe for implementation.

The required upgrades listed are relevant and reflect necessary infrastructure improvements. The Great Ocean Road Inland Route Improvements and Forrest-Apollo Bay Widening & Turn Out Bays are projects already announced by VicRoads and hence the Short-term timeframe is applicable.

Likewise pavement strengthening of Timboon-Colac and Colac-Ballarat Roads are being investigated and a medium-term timeframe would seem most appropriate. However a bypass of the Princes Hwy around Colac is not being investigated. VicRoads has not undertaken any planning for a potential project. This indicates that implementation in a medium-term or even long-term timeframe would seem unlikely in the context of a 2017 – 2027 duration.

The key changes we recommend to the Plan are that it advocates for the preparation of a study which investigates the economic, social & environmental impacts of a proposed bypass of Colac and that this study be delivered in the short term. It is essential that this work is undertaken so that Council can understand the overall costs and benefits of a possible Highway bypass and develop a position on the issue.

Given that the Highway is a State responsibility such a study is the responsibility of the State to fund and manage. Council's role is to advocate for the study to be prepared. In addition Council and the community would be key stakeholders in such a study.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The draft report is currently open for public response.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The content of the G21 Road Transport Plan does not specifically conflict with Council policy.

ENVIRONMENTAL IMPLICATIONS

Environmental implications would be considered as part of planning for proposed outcomes.

SOCIAL & CULTURAL IMPLICATIONS

Social and cultural implications would be considered as part of planning for proposed outcomes.

ECONOMIC IMPLICATIONS

Economic implications would be considered as part of planning for proposed outcomes.

LEGAL & RISK IMPLICATIONS

Legal and risk implications would be considered as part of planning for proposed outcomes.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Resource implications would be considered as part of planning for proposed outcomes.

7. IMPLEMENTATION STRATEGY

DETAILS

Council seeks amendment to the Draft Plan as follows:

1. Table 6.3, line 5, column 2 which currently reads "Bypass" to be replaced by the statement: "a study of the economic, social & environmental impacts of a bypass of the Princes Highway." and
2. Table 6.3, line 5, column 3 which currently reads "Medium" to be replaced by the word: "Short".

COMMUNICATION

Continued commitment to maintaining strong communications with stakeholders involved in the G21 Geelong Region Alliance.

TIMELINE

Feedback on the draft report was required prior to 31 May 2017, however the G21 has been contacted and a request from us has been agreed to for Council to submit its position following the June Council Meeting.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



G21
GEELONG REGION ALLIANCE

G21 REGION ROAD TRANSPORT PLAN 2017-2027

TRANSPORT PILLAR



G21 is an alliance of the government, industry and community organisations working to improve people's lives in the Geelong region.

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1 Introduction

Recognising opportunities and challenges facing the transport system to provide advocacy for improvements.

1.1 Executive Summary

Strong economic and urban growth is placing increasing pressure on land transport infrastructure. Efficient and effective transport routes to key regional and metropolitan locations underpin most of the regions industries, and are critical to ongoing economic viability.

It is therefore increasingly important to plan for the integration of transport with land use, connecting each mode of transport with the other, and ensuring systems flow smoothly across jurisdictional boundaries.

The G21 Region Road Transport Plan 2017-2027 will guide development of regional road transport infrastructure so that it:

- Supports the growth of established and emerging industries
- Responds to structural changes
- Strengthens regional economic and social opportunities
- Promotes sustainable transport
- Supports population growth within the region

The common objective of all transport system customers is to travel from their origin to their destination efficiently, whilst hopefully enjoying the experience; they have little interest in which authority is responsible, or arbitrary geographic boundaries.

The G21 Region Road Transport Plan 2017-2027 has been developed to assist with the development of the transport system by recognising opportunities and challenges, and providing advocacy for improvements.

1.2 Background

This strategy has been developed on behalf of the G21 Geelong Region Alliance, the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

The strategy area is bounded by these councils.

The Steering Committee for the project was comprised of senior management of the five municipalities above, and also included representatives from State Government departments, including the Department of Economic Development, Jobs, Transport and Resources, and VicRoads.

The purpose of this road transport plan is to guide development of regional road transport infrastructure that:

- Supports the growth of established and emerging industries
- Responds to structural changes
- Strengthens regional economic and social opportunities
- Promotes sustainable transport
- Supports population growth within the region

1.3 Objectives

Economic

Provision of an efficient transport system that enhances the competitiveness of regional industries in the global market, and ensures job creation and retention in the region.

Social

Provision of an integrated transport system that assists all users to access the full range of community services, activities and economic opportunities in a manner that flows smoothly from the users origin to their destination.

Safety

Provision of improved network safety and management of conflict between all road users.

Environment

Provision of a sustainable transport system that considers amenity and environmental impacts.

2 Strategy & Policy Context

2.1 Australian Infrastructure Plan (2016)

The Australian Infrastructure Plan is used to identify infrastructure reforms and investment opportunities to deliver networks and services which strengthen our role in the global economy, enhance the liveability and productivity of our cities and regions, and supports a transition to a more sustainable and resilient economy.

The Plan states that "Geelong ... should be supported by governments, businesses and local communities to grow their populations and economies. Access to new or upgraded infrastructure will be important in enabling these cities to develop strong economic and employment links with our bigger cities"

2.2 Transport Integration Act (2010)

The Transport Integration Act sets out a vision, objectives and principles for transport in Victoria. It requires all Victorian transport agencies, to work together towards the common goal of an integrated and sustainable transport system. The strategy supports the objectives from the Transport Integration Act, which include:

- Social and economic inclusion
- Economic prosperity
- Environmental sustainability
- Integration of transport and land use
- Efficiency, coordination and reliability
- Safety and health and wellbeing

2.3 Victoria's Road Safety Strategy 2013-2022

Victoria's Road Safety Strategy 2013-2022 was developed by the road safety partners of VicRoads, the Transport Accident Commission, Victoria Police and the Department of Justice. The strategy sets a target to reduce fatalities and serious injuries by more than 30 per cent. Successfully realising this target will see Victoria's annual road toll fall to below 200, and will require everyone on our roads to take individual responsibility for improving safety by making safe travel choices.

Under Victoria's existing Safe System philosophy, effectively improving road safety requires a multi faceted approach that targets the safety of the road environment, the vehicles in which people travel, and the behaviour of everyone on the road. It provides all types of road users - drivers, motorcyclists, cyclists, pedestrians, heavy vehicle drivers – with information, including the latest research and event and campaign updates, and practical advice on how we can all work to help stop the senseless loss of lives on Victoria's roads.

2.4 Geelong Authority

The Victorian Government created the Geelong Authority to advise the Minister for Planning on strategies to attract investment to central Geelong and on major planning applications to help create jobs and drive growth in Geelong. The Geelong Authority will advise on specific state actions and on major development proposals to implement the central Geelong revitalisation plan.

2.5 G21 Region Plan (2006)

The G21 Region Plan presents regional objectives that respond to the challenges and opportunities the region will face over the next 45 years. In order to balance current reality and future vision, the strategy features short, medium and long-term objectives to address each policy.

2.6 G21 Regional Growth Plan (2013)

The G21 Regional Growth Plan manages growth and land use pressures to 2050, as the region targets a population of 50,000 people. It pulls together the strategic land use and growth planning already done across the region and builds on this to identify where future residential and employment growth will occur and the critical infrastructure required to support it.

2.7 G21 Economic Development Strategy (2014)

The regional objectives identified in the Geelong Regional Plan and the desired future for the G21 region were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Region Economic Development Strategy, which include strategic and integrated transport infrastructure, a vibrant and active region, coordinated delivery of critical growth infrastructure, learning & innovation and investment.

2.8 Central Geelong Action Plan (2013)

The Central Geelong Action Plan is a fifteen year blueprint for focused action in Central Geelong to create a smart, vibrant, thriving, liveable and successful 21st century city centre with a strong sense of identity and community, bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and signal an 'open for business' message stimulating all stakeholders to take positive action.

3 Regional Growth

3.1 Regional Growth Plan

The G21 Region is growing in terms of population, new dwellings and economic activity. Its current population exceeds 294,000 and is forecast to continue growing by at least 1.6% until 2026. By 2031 the population is forecast to be over 400,000.

The G21 Regional Growth Plan establishes a framework for strategic land use and settlement planning that can sustainably respond to and accommodate growth at projected and potentially higher growth rates.

The purpose of the Growth Plan is to provide direction for this growth and to:

- identify opportunities for managing the future growth of population, employment and housing
- identify opportunities for supporting regional level infrastructure, providing an essential contribution to the long-term sustainability of the region
- identify natural assets which require protection

The outcomes of the regional growth plan were then modelled in the Victorian Integrated Transport Model, which has confirmed key development projects to support the predicted growth.

3.2 Key Growth Areas

The **Armstrong Creek** growth area is the largest contiguous growth area in Victoria, consisting of 2,500 hectares of developable land, and is one of the largest growth fronts in the country. The State Government has recognised the importance of the growth area in accommodating the unforeseen levels of population growth in Victoria. The Armstrong Creek growth area will provide housing for up to 65,000 people, with a current population of 3,300.

Identified key routes that will require improvements include Surf Coast Highway, Barwon Heads Road, Anglesea Road and Mount Duneed Road. Future planning will also be required for the Bellarine Link.

While **Drysdale / Clifton Springs** is a coastal location it still has a strong connection with the rural hinterland which is reflected through the historic village character of the town centre. Services within the town include shopping, business, light industrial, recreation and community facilities that are not only used by the local community but also by residents of Portarlington, Indented Head and St Leonards. It has a mostly permanent population and has been identified as a town that has high growth capacity, and as such it has been designated as one of the urban growth areas for the Bellarine Peninsula. It has a current population of 12,000, and is expected to reach 16,000 by 2036.

Identified key routes that will require improvements include Geelong-Portarlington Road.

Lara has been identified as a growth area, with a current population of close to 16,000 people. While Lara is a designated urban growth location it is subject to a range of physical constraints, both natural and artificial which will influence the opportunities and directions of urban growth. It has an aspirational population of 24,000.

Identified key routes that will require improvements include Geelong-Bacchus Marsh Road, and Heales Road. Future planning will also be required for east-west connections.

Ocean Grove is an attractive and vibrant coastal town that is experiencing strong growth as a popular destination for both permanent residents and tourists. It has a current population of 14,000, and is expected to reach 17,000 by 2036.

Identified key routes that will require improvements include Bellarine Highway and Grubb Road.

Torquay / Jan Juc has an important role on the south-west Victorian coast as a growth centre in a broad strategic context. The population of Torquay, Jan Juc and the immediate surrounding hinterland is expected to increase from 17,700 to 30,000 by 2036.

Identified key routes that will require improvements include Surf Coast Highway.

Bannockburn, located on the Midland Highway, has a current population of 5,000 people, and is expected to reach 10,000 by 2030. Southern Golden Plains is expected to grow at a rate of greater than 2 per cent per annum over the next 20 years.

Identified key routes that will require improvements include Midland Highway, and Shelford-Bannockburn Road. Future planning will also be required for a heavy vehicle alternative route.

3.3 Future Growth

The G21 Region has a predicted annual population growth of 1.6 per cent, which is considerably higher than the Victorian growth rate of 1.3 per cent. Key growth areas are covered in further detail below.

The current development of **Armstrong Creek** is expected to continue, with an expected population of 65,000 people by 2060. This growth will place additional pressure on the road network of the G21 region.

The Northern Geelong Growth Area at **Lovely Banks**, totalling 1,100 hectares, was rezoned by the Minister for Planning in October 2014 to be included in the G21 Regional Growth Plan, given its connection to Melbourne, and links with the proposed national logistics and employment areas. It is expected to house 30,000 new residents, and will include neighbourhood activity centres, private and public schools, improved transport and services infrastructure, and will include provisions for active transport.

Key routes impacted by this proposal include Geelong-Bacchus Marsh Road, the Midland Highway and various local roads in Lara.

Lara West, with an expected population of 10,000 people, is expected to commence construction in 2016, and will include three new schools, community services, sporting facilities and a retail precinct.

The Western Geelong Growth Area at **Batesford South**, is 2,000 hectares of land west of Geelong, and is being proposed as a new residential development site, with the potential for a population of 30,000 people. It offers strong connectivity to Geelong, Ballarat and Melbourne, with its proximity to the Midland Highway.

Key routes impacted by this proposal include the Hamilton Highway and the Midland Highway.

The **Moolap** Coastal Strategic Framework Plan responds directly to the closure of the Alcoa Smelter and Rolling Mill at Point Henry and the conceptual masterplan prepared for the former Moolap saltworks site. The masterplan includes the potential for a commercial and residential precinct with the capacity to accommodate 6,000 people.

Key routes impacted by this proposal include Geelong-Portarlington Road and the proposed Bellarine Link.

The G21 Regional Growth Plan has identified **Winchelsea** as an important growth area, with an aspirational growth target of 10,000 (currently 1,600) people by 2050. Growth and development will be guided by its place-making plan Growing Winchelsea. Significant infrastructure improvements, including the Princes Highway duplication, construction of the Geelong Ring Road and the provision of reticulated gas to the township all add to its appeal for investment and residential growth.

The G21 Regional Growth Plan suggests that **Colac** will have a population of about 20,000 (currently 11,500) by 2050. Drivers for this projected growth include the duplication of the Princes Highway and the Geelong Ring Road, the rapid growth of Melbourne and subsequent spread of population into regional areas, and the growing popularity of the Great Ocean Road. As rail services improve, it is expected that population will grow, and it is important that growth planning is completed ahead of that curve. This growth is managed by the Colac 2050 project.

Key routes impacted by this proposal include Princes Highway West.

To help plan and develop future growth in the G21 Region, additional modelling is required using VITM.

4 Economy & Industry

4.1 Dairy

The G21 Region dairy sector has a total output in excess of \$450 million per annum. It employs over 1,200 people, spending \$42 million on wages & salaries and contributing \$125 million to the Gross Regional Product.

The sector is reliant on an efficient road transport system that includes access right from the farm gate, to the regional processing plants for bulk milk transport, as well as the road network between processing plants and distribution centres. The capacity of these routes is important to the sector's overall efficiency.

To support the dairy industry in the G21 Region, the following should be considered:

- Introduction of high performance freight vehicles
- Introduction of higher mass vehicles
- Bridge and structure strengthening

4.2 Poultry

The poultry industry in the G21 Region have an estimated sales turnover of \$350 million, which at 17.8% of the Victorian total makes it the largest food sector in the region and a significant component of the State total.

Poultry production relies extensively on safe and efficient transport routes, with pressure on daily fresh product. Reliable and quick distribution systems are required to enable this to happen.

To support the poultry industry in the G21 Region, the following should be considered:

- Introduction of high performance freight vehicles
- Introduction of higher mass vehicles
- Bridge and structure strengthening

4.3 Agriculture

The Golden Plains Food Production precinct at Lethbridge is expected to generate over \$160M in investment and more than 700 jobs in the intensive agriculture sector. There will be a significant flow on to transport, especially larger vehicles including B-doubles.

The Colac Regional Saleyards provide a regional focus for livestock trading serving the rural community from Ararat to Geelong with an average throughput in excess of 42,000 head of cattle per annum, generating in excess of \$4.7M each year. Colac Otway Shire committed to the placement of a roof at the Colac Livestock Centre to ensure that the centre remains competitive.

Other saleyards also operate on the G21 region fringes at Ballarat and Camperdown.

The Golden Plains Food Production Precinct at Lethbridge is currently generating significant primary produce in the form of 4 million eggs, 600,000 chickens, 1,000 pigs and 28,000 litres of goats milk each week. Recent infrastructure investment in this precinct is expected to result in substantial development, product growth and associated transport requirements

To support the agriculture industry in the G21 Region, the following should be considered:

- Improve direct access into the Port of Geelong

4.4 Manufacturing

Ford has announced plans to close its Geelong manufacturing plant in October 2016, with 500 workers set to lose their jobs. Ford made the decision after a corporate restructure in order to be profitable and sustainable. Locally made products were unprofitable compared to imported products.

In February 2014, Alcoa announced it would permanently close its Point Henry facility after 51 years of operation. The smelter and rolling mill served the domestic and Asian can sheet markets, which have been impacted by excess capacity. The mill previously employed 800 staff, and contributed over \$100 million in the G21 economy annually.

The closure of manufacturing in Geelong will likely result in a change of land use at these locations. Future proposals for these sites will need to be managed to prevent additional strain on the road network.

4.5 Quarrying

Extractive industries provide raw materials for building and construction, which is vital to the regions development. One of the largest hard rock (basalt) quarries in Victoria operates at Point Wilson, producing 1.5 million tonnes per year of crushed rock & aggregate which supplies the Geelong Region. This is valued at \$20 million, and is approximately 10 per cent of the annual total basalt mined in Victoria. With resources secured for 40 years, an expansion of the site is planned.

This material relies on local roads for access and transport and has a significant impact on the local and arterial road networks.

Gherang Gravel pits operate substantial mining and processing plants producing approximately 750,000 tonnes of gravel and sand supplies annually.

With considerable population growth expected in the region, additional pressure will be placed on quarry material, particularly for the smaller regional quarries, to meet demand. There is a need to ensure that there is sufficient material available at a reasonable cost to meet future demands.

To support the quarrying industry in the G21 Region, the following should be considered:

- Introduction of high performance freight vehicles
- Introduction of higher mass vehicles
- Bridge and structure strengthening

4.6 Timber

Annual extraction of 1.2 million gross metric tonnes of timber from the Otways is conveyed via the local and arterial road network, often during the wetter months of the year when many access roads are subject to seasonal closures. The variable nature of the industry requires continuous and frequent input from the various stakeholder groups, including municipalities, VicRoads, the Plantation Committee and industry to assist in investing in priority roads.

To support the timber industry in the G21 Region, the following should be considered:

- Introduction of high performance freight vehicles
- Introduction of higher mass vehicles
- Bridge and structure strengthening
- Support for containerised loads
- Improve direct access into the Port of Geelong

4.7 Waste

The Barwon Region currently generates 300,000 tonnes of waste per year requiring 410,000 cubic metres of land fill space. Unless major reduction targets are achieved, this will increase to 325,000 tonnes per year by 2018. As the region grows, a next generation waste management system will be required along with increased recycling and reuse and waste to energy production facilities.

Colac Otway Shire has operating transfer stations at Avlie and Apollo Bay. Household waste is transported to Naringal for disposal. Green waste is transported to Camperdown for processing and composting.

4.8 Wineries

Established wineries and olive groves provide an added dimension to tourism, with the Moorabool Valley, Bellarine Peninsula and Red Rock (Colac) attracting visitors inland from coastal attractions.

4.9 Tourism

The G21 Region is a premier tourist resort location. It possesses an abundance of natural and geographic features: the dramatic coastline and beaches of the Great Ocean Road and the Surf Coast; the forests of the Otway and Brisbane Ranges; the Barwon, Moorabool and Leigh rivers systems; National and State Parks; the heritage of the gold field town of Steiglitz; the Victorian-era town of Queenscliffe and the Geelong Waterfront.

The Great Ocean Road is one of Victoria's principal tourist routes, extending from Torquay to Allansford, with a number of key towns and coastal villages along its 240 kilometre length. Tourism in the Great Ocean Road region provides an estimated \$2.1 billion annually to the state's economy. The iconic road is National and State heritage listed and is the world's largest war memorial.

Key destinations along the Great Ocean Road include the surf town of Torquay, Bells Beach, the coastal towns of Anglesea, Aireys Inlet, Lorne and Apollo Bay, the inland town of Lavers Hill, and the Shipwreck Coast, which includes the iconic Twelve Apostles.

The G21 Region is home to many national parks, including the Brisbane Ranges, You Yangs, Otway Ranges and Angahook-Otway State. Access is reliant on the road network, and can be challenging for visitors unfamiliar with the local road conditions.

Tourism Victoria estimate that 80 per cent of visitors to the G21 region rely on motor vehicles for transport.

To support the tourism industry in the G21 Region, the following should be considered:

- Inland route safety and signage improvements
- Respond to the increase in 'self-driving' tourism

4.10 Central Geelong

A vibrant and thriving Central Geelong is important to the G21 Region, as a home for employment, services providers, civic pride, recreation spaces, and a transport hub / gateway.

Government directed investment in the form of the TAC, Worksafe, ABS and the NDIS will bring an extra 1000 workers to Central Geelong. 21st century workplaces are relying less on automotive transport but require facilities for cyclists. Amenities within offices are expanding including health care, gymnasiums, child care, sleeping pods and recreational space. Such trends and their translation in to the built form will affect adjoining land uses and the transport system that supports them. The greater numbers of students and staff using and potentially living in the central area will have similar needs.

The potential to build on the critical mass of what might be termed the disability and injury services industry will to an extent depend on the attractiveness of the central area in terms of uses and facilities which bundled together provide good amenity. Transport and connectivity plays a very important part in realising this opportunity.

Within Geelong region, there is significant retail provision, which provides a wide range of retail facilities for Geelong Region residents and for G21 region. There's a economically viable strip retail shopping precinct in each suburb of Geelong. The economic results show that centres performed well when good transport connections are provided and maintained. These precincts need clearly defined accessible freight routes to deliver goods and other arterial connections to provide accessibility to residents and visitors from the region.

Health is one of the main employment sectors in the region. Future growth and an aging population will also create demand for more aged care facilities. The Infrastructure Plan focuses on hospital and higher level community health centre services. These services are provided predominantly by Barwon Heath, Geelong Hospital, St John of God Health Care, Colac Area Health, Bellarine Community Health, Otway Health and Hesse Rural Health.

The education sector is critical for developing the region's skills and facilitating innovation and research. It enjoys strong links between university and TAFE sectors and industry. Key education facilities in G21 Region include Deakin University (Geelong and Waurn Ponds), Centre for Advanced Design in Engineering Training (CADET), and The Gordon.

The Infrastructure Plan focuses on tertiary and advanced education service provision rather than K – 12 facilities other than in the District Town of Bannockburn, which currently does not have these facilities that are important to support the town's growth. Future growth of Winchelsea will require a primary school and ideally a site should be identified as part of the Structure Plan process. Private school providers will continue to play an important part in meeting primary and secondary school options and needs. The Catholic Education Office for example is planning seven schools in the region to meet future growth. The region's growth will also create demand for special needs facilities.

To support Central Geelong, the following should be considered:

- Expanded public transport options
- Integrated cycling and walking networks

5 Key Infrastructure

5.1 Roads

The G21 Region is serviced by a hierarchy of roads, radiating from the major cities and towns. Freeways and arterial roads are managed and maintained by VicRoads, with the primary routes being:

- Princes Freeway (3 lanes each way) from Melbourne to Geelong
- Princes Highway West (2 lanes each way) from Geelong to Winchelsea and on to Colac, and (1 lane each way with overtaking lanes) from Colac to Warrnambool and onto the South Australian border
- Hamilton Highway (1 lane each way with overtaking lanes) from Geelong to Hamilton
- Midland Highway (1 lane each way with overtaking lanes) from Geelong to Ballarat
- Surfcoast Highway (2 lanes each way) from Geelong to Torquay and Great Ocean Road
- Bellarine Highway (2 lanes each way) from Geelong to Wallington, and (1 lane each way) to Queenscliff
- Great Ocean Road (1 lane each way) from Torquay to Allansford

Municipalities are responsible for the local road network which collects and distributes traffic to the arterial road network.

The arterial road network in the G21 Region is 1,447 kilometres in length and delivers traffic and freight between major destinations. It has generally been designed and constructed for heavy vehicles and higher speeds and user safety, however, it comprises less than 20% of the total road network.

Significant improvements have been made to this network in recent years including triplication of the Princes Freeway, duplication of the Princes Highway West to Winchelsea and beyond to Colac, safety improvements to the Great Ocean Road, construction of the Breakwater Road Bridge and completion of the Geelong Ring Road/Princes Highway West.

The local roadwork in the G21 Region consists of 6,481 kilometres, providing for a broad range of needs, including residential access, collection of primary produce, distributing supplies, school buses and public transport, active transport, and visitor access to tourist destinations. Of this 6,481km, approximately 43per cent are unsealed.

5.2 Rail

The rail system is limited to a service along its immediate corridor and connects to a suburban and regional bus service covering the Geelong suburbs and to a lesser extent the coastal townships. Geographical coverage, frequency of service, travel times, connectivity between modes, parking and passenger convenience tend to limit its usage.

The Port has dual gauge connection to Corio Quay (north and south). The grain loop line which crosses port land at Corio Quay south is a dual gauge system for grain only at the present time. Midway has a dual gauge open line for forestry products. There is no port rail connection to Lascelles wharf, Refinery Pier or Point Henry Pier.

The Geelong Port is connected to the rail system except for Lascelles Wharf and is geared to bulk goods handling. It has limited capacity to accommodate longer train lengths without obstructing arterial roads.

Rail infrastructure serving the G21 Region comprises:

- Standard gauge track from Melbourne to Adelaide via North Shore (Note: Dual gauge between North Geelong and Gheringhap)
- Broad gauge track from Melbourne to Warrnambool
- Dual gauge connection to Graincorp's Geelong export grain terminal and Midway's Woodchip terminal adjacent Corio Quay North
- Broad gauge connection to Toll Geelong Port's Corio Quay Terminal. (Note – no connection to Lascelles Wharf)
- The planned Murray Basin rail project will open up new markets for the port of Geelong.

Intermodal hubs have been proposed for the G21 region, in locations such as Colac and Lara. Further studies are being carried out to determine costs and feasibilities.

5.3 Ports

5.3.1 Airports

Avalon Airport is the second airport serving Melbourne and Victoria. It is a curfew free airport with a single runway. It is currently used by Jetstar for domestic passenger flights and offers freight and ground handling services. Avalon's location between Melbourne and Geelong make it both a capital city airport and a regional airport, servicing a large regional catchment in western Victoria and providing connections to tourist destinations. Passenger movements are predicted to reach 9 million by 2031.

Access to Avalon Airport is via the road network, with limited connectivity to the rail and public transport networks. A recently completed planning scheme amendment reserved the land for a future rail line to connect the airport to the Melbourne-Geelong rail line. With significant land holdings, Avalon has the potential to play a significant role as a future international airport, with a capacity to handle freight.

A business plan for the **Colac Aerodrome** has been developed which informs Council of the investment required for the aerodrome to maximise utilisation and provide the best economic return for the local community. The runway at the aerodrome has recently been sealed and widened to provide greater use of this facility for emergency services, and to cater for increased tourism.

The **Lethbridge Airpark** continues to grow following the sealing of the runway and hardstand area, and installation of a permanent fuel supply. There is supply for a 100 lot subdivision, for a range of aviation and support industries. There are plans for a new terminal building, which will include a restaurant and viewing area. The airport is already home to a large recreational fleet, as well as a number of commercial operations including tourism, training, storage and maintenance, with the expected to grow as new facilities become available.

There are also local airfields at Apollo Bay, Barwon Heads, and Breamelea that cater for charter and joy flights and aerial recreation.

5.3.2 Marine Ports

The **Port of Geelong** is the largest bulk port in south-east Australia. In 2014/15, it handled over 12.1 million tonnes of cargo, worth a combined \$8.4 billion. This equates to 700+ vessel visits – around a third of the traffic level of the Port of Melbourne – and generated 8,000 direct and flow-on jobs in Geelong and the region.

Existing infrastructure, including channel depths, is geared to bulk cargo. Neither the infrastructure nor the channels are capable of serving larger container traffic, making connectivity to the road and rail systems extremely important for the Port's ability to compete for bulk freight traffic. Over 135,000 truck movements are generated annually.

Improvement works currently being required for the movement of high productivity freight vehicles on the road network include curve widening, roundabout works, structure assessment and improvements, and truck pull-off areas to allow for staging of access in to the port.

Queenscliff Harbour provides an hourly ferry service for cars, coaches and passengers 12 hours/day x 365 days/year linking the Bellarine Highway to Sorrento on the Mornington Peninsula. Capacity is 80 vehicles per trip and 700 passengers.

Several smaller harbours also service commercial fishermen and pleasure craft, including Apollo Bay, Queenscliff, Geelong and Barwon Heads.

5.4 Public Transport

The G21 Region Public Transport Strategy sets out measures to increase usage of public transport for the next 20 years.

The strategy centres around four themes:

- Access for all – a base level of service for all across the region

- A well-connected region – access to and between the region's centres
- Urban public transport for an urban centre – reshaping and simplifying the current network to develop a 'go anywhere' network
- Improved information, planning and partnerships – G21 to have lead role to find new ways to better public transport, sooner

The G21 bus network traverses many rural roads, with narrow pavements, rough surfaces and poor road alignment.

School buses provide essential transport for most children in the outer areas, as well as increasing numbers within the urban areas. Routes include both arterial and local roads in urban and rural areas with safety and accessibility prime considerations.

Bus stops require good sight distance to enable drivers to recognise the stop, and react appropriately. They also need bus parking areas that are accessible in all weather conditions, where buses can safely decelerate and pull off the road to perform pickups and drop offs. Some of these stops also act as interchanges to enable more efficient operation of the bus system.

The bus network also traverses many rural roads with narrow pavements, rough surfaces and poorly aligned bends that are shared with other heavy vehicles servicing local industry. Passing is difficult especially in areas of encroaching vegetation, steep and narrow shoulders and limited sight distance.

Both the suburban and school bus networks share the need for interchange facilities that are safe, provide shelter and do not disrupt other transport system users.

Since the launch of the bus network update in August 2015, services have seen an average increase in patronage of up to 21%, with up to 69% increase on connections to train stations. This has been achieved by using a more flexible and frequent bus service on most routes, improved facilities, and real-time information being made available, with a strong focus on customer interactions.

Passenger rail services comprise:

- Geelong to Melbourne 10 min peak / 20 min off peak services 7 days/week. Eight Geelong suburban stations between Lara and Waurn Ponds are also serviced
- Geelong to Warrnambool & associated G21 Region stops at Winchelsea, Birregurra & Colac – 3 services daily
- Passenger service operates in conjunction with the local bus services in Geelong and the
- Bellarine Peninsula and the coastal VLine bus service along the Great Ocean Road between Geelong and Apollo Bay.
- RRL introduction of new services in April 2015

The top five regional network priorities, as identified in the Regional Network Development Plan – Conversation Report, were:

- Increased frequency of train services, including weekends
- Timetabling to meet the needs of the community
- Increased connectivity, with greater connections between regional towns and cities
- Improved public transport experiences, including security, parking and facilities
- Improved communications for timetables, ticketing and disruptions

The planning for the future growth areas will need to ensure that public transport is prioritised, to reduce the impact on the arterial road networks.

Planning and investigation are required to be undertaken in the short term to protect a public transport corridor, linking Geelong to Torquay. In the short to medium term, the growth in transport demands can be met with regional bus upgrades, but will likely require a higher-capacity bus network or a rail link as population growth continues. This link provides a viable alternative to private vehicle use for local trips, and promotes commuting from high growth areas.

5.5 Active Transport

Communities across the region recognize the health & well being benefits of bicycle and walking paths and their necessity for day to day connectivity for local communities. Access is required to a strategic network of urban



pathways suited to people of varying abilities including those of lesser mobility. G21 has adopted a regional **Priority Bike Network (PBN)** strategy.

The PBN is a network of existing and proposed cycle routes identified to help people ride to major destinations with a focus on getting people into activity centres and to make more use of local roads and off-road paths.

Bicycle Priority Routes (BPR's) are priority sections of the PBN. They identify those routes that should be elevated to a higher order of priority, mainly on the basis of potential for separation from motorised traffic. BPRs are identified on VicRoads' Road Use Hierarchy (RUH) maps.

Strategic Cycling Corridors (SCC's) are a recent addition to bicycle network planning and are corridors developed to improve cycling to an around major activity centres. They are selected on the basis of providing links to an Employment Cluster or a Major Activity Centre, and are routes that cater for the highest, or potentially highest, cycling volumes.

6 Regional Snapshot

6.1 Borough of Queenscliffe

2015 Population: 3,017

2031 Estimated Population: 3,300

Area: 9km²

The Borough of Queenscliffe is located at the eastern tip of the Bellarine Peninsula and forms one side of Port Phillip Heads – opposite Point Nepean on the Mornington Peninsula. It is surrounded by Bass Strait, Port Phillip Bay and Swan Bay on three sides. On its fourth side, it has a land boundary with the City of Greater Geelong.

It is one of the most popular historic precincts of Victoria. It has a unique blend of old and modern architecture and a special charm which attracts many thousands of tourists each year.

The Borough of Queenscliffe provides first-rate community facilities across the two town centres of Queenscliff and Point Lonsdale, both of which are highly sought after residential areas.

Key Arterial Road Network Routes

Road	Ranking	Notes
Bellarine Highway	1	Provides direct connection to Geelong
Point Lonsdale Road	2	Connects to Point Lonsdale

Key Local Road Network Routes

Road	Ranking	Notes
Lawrence Road	1	Part of the Shell Road connection to Ocean Grove
Gellibrand Street / King Street	2	Alternative access to Queenscliff Harbour precinct
Fellows Road	3	Provides strong central spine and connections
Ocean Road	4	Access to Point Lonsdale Lighthouse and parking
Hesse Street	5	Access to Queenscliff lighthouse / foreshore development

Required Upgrades

Road / Township	Outcome	Time Frame
Bellarine Highway	Hesse Street Pedestrian Crossing	Short
Bellarine Highway	Henry Street Pedestrian Crossing	Short
Bellarine Highway	Point Lonsdale Road Intersection Drainage Improvements	Short
Point Lonsdale Road	Ocean Road Intersection Improvements	Short
Bellarine Highway	Duplication	Long



6.2 City of Greater Geelong

2016 Population: 234,999

2036 Estimated Population: 320,791

Area: 1,248km²

Geelong combines all the best elements of a major city with bayside flair. Quality housing, wide ranging recreational choices, a strong economy, a cosmopolitan vibrant community and comprehensive health-care services are just part of the picture.

Only a one hour drive from Melbourne, Geelong offers a range of lifestyle choices – inner city, suburban, waterfront, coastal and rural – with greater value-for-money than equivalent properties in Melbourne.

Whether your lifestyle preference is a waterfront apartment, character period home, new executive home, rural or coastal living, Geelong has it within 25 minutes of the city centre. Geelong boasts a range of leading education facilities, from primary through to secondary schools right up to university. It has a diverse economy based around large and smaller manufacturing, scientific research, education, tourism and service industries.

Key Arterial Road Network Routes

Road	Ranking	Notes
Latrobe Terrace	1	Direct access to Geelong CBD
Melbourne Road	2	Connection from Princes Freeway to Geelong CBD, industrial precincts, Port of Geelong, residential growth areas
Princes Freeway	3	Direct connection to Melbourne, Avalon Airport
Barwon Heads Road	4	Connection to Armstrong Creek growth area, industrial precinct
Surfcoast Highway	5	Connection to Torquay and Armstrong Creek growth areas
Settlement Road	6	Connection to Geelong CBD
Grubb Road	7	Access to Ocean Grove growth area
Geelong-Bacchus Marsh Road	8	Key freight route to central Victoria, access to Port of Geelong
Bayside Road	9	Direct access to Port of Geelong
Breakwater Road	10	Heavy vehicle route, connection to Moolap industrial precinct
Ryrie Street	11	Key freight route to Moolap industrial precinct and Bellarine Peninsula, retail precinct
Colac Road	12	Access to Princes Highway West, Waurm Ponds growth area
Bellarine Highway	13	Access to Bellarine Peninsula
Anglesea Road	14	Alternative access to Great Ocean Road
Geelong Ring Road	15	Bypass of Geelong CBD, connection to Melbourne
Geelong-Portarlington Road	16	Access to Bellarine Peninsula

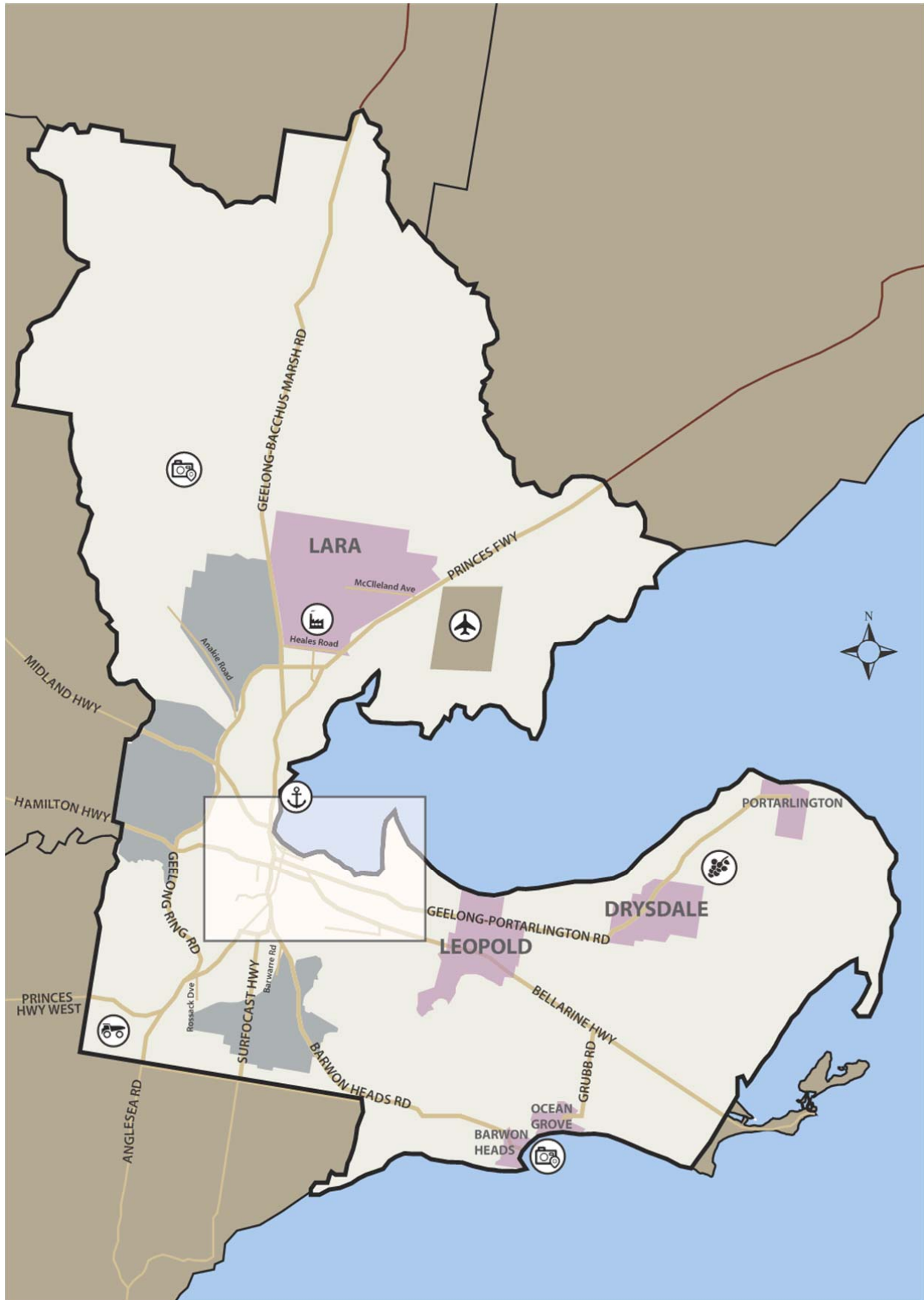
Key Local Road Network Routes

Road	Ranking	Notes
Heales Road	1	Connection to major industrial centre
Barwarre Road	2	Major collector route through Armstrong Creek growth area
Rossack Drive	3	Major collector route, connects to emergency services and train station
High Street	4	Retail precinct, alternative to Settlement Road
Barrabool Road	5	Connects to retail precinct, part of connection to Geelong Ring Road

Road	Ranking	Notes
Broderick Road	6	Connection from major industrial centre to Geelong Ring Road
Sydney Parade / Ormond Road	7	Connects Geelong-Portarlington Road to Bellarine Highway
Anakie Road	8	Connects Geelong-Ballan Road to Geelong Ring Road
Station Lake Road / McClelland Avenue	9	Connects Lara to Princes Freeway
Pakington Street	10	Major retail precinct
Mercer Street / Malop Street	11	Key retail precinct / access to Melbourne Road
Moorabool Street	12	North-south connections, connects to High Street precinct
Brougham Street	13	East-west traffic route through Geelong CBD
Western / Eastern Beach Road	14	Access to Geelong Waterfront precinct
Townsend Road / Moolap Station Road	15	Extension of Breakwater Road, connection to Moolap industrial precinct, heavy vehicle route

Required Upgrades

Road / Township	Outcome	Time Frame
Barwon Heads Road	Duplication (Corio-Waurn Ponds Road to Reserve Road)	Short
Anglesesa Road	Duplication (Princes Highway West to Mount Duneed Road)	Short
Bayside Road	Access Improvements	Short
Mount Duneed Road	High Speed Link Upgrades	Short
Geelong CBD	Truck Restrictions	Short
Surfcoast Highway	Reserve Road Signalisation	Short
Bellarine Highway	Moolap Station Road Intersection Upgrade	Medium
Latrobe Terrace	Intersection Upgrades	Medium
Surfcoast Highway	Intersection Upgrades	Medium
Bellarine Link	Construction	Medium
Lara	Heavy Vehicle Route	Medium
Breakwater Road	Bridge Duplication	Medium
Geelong-Bacchus Marsh Road	Duplication	Long
Grubb Road	Duplication	Long
Fyans Street	Capacity Improvements	Long





6.3 Colac Otway Shire

2016 Population: 21,168

2036 Estimated Population: 23,725

Area: 3,438km²

The Colac Otway Shire is one of the most picturesque municipalities in Victoria, covering a diverse area from volcanic lakes, craters and plains in the north, through the hinterland forests of the Otway Ranges to the Great Ocean Road coastline.

Colac is the key industrial, commercial and services centre for the Shire and surrounding region with a population of 12,000.

Apollo Bay is the other major urban centre with a permanent population of 1000, which swells to more than 15,000 during the summer season.

Key Arterial Road Network Routes

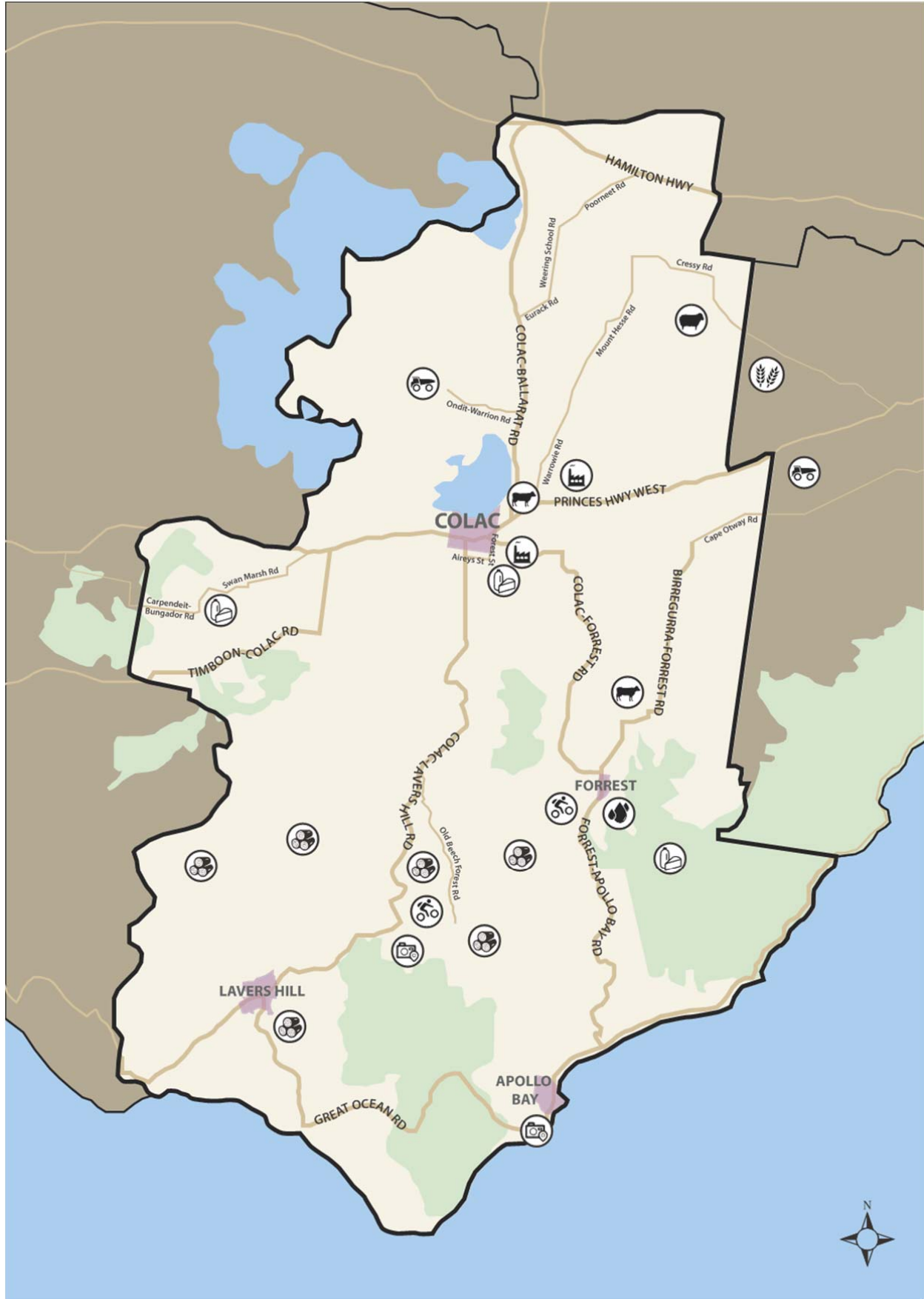
Road	Ranking	Notes
Princes Highway West	1	Provides connections to Melbourne, Geelong, Colac and Warrnambool
Great Ocean Road	2	Key tourist destination
Hamilton Highway	3	Provides connections to Geelong, Inverleigh, Mortlake and Hamilton
Forrest-Apollo Bay Road	4	Access to Great Ocean Road
Colac-Lavers Hill Road	5	Access to forestry industry, Otway National Park
Timboon-Colac Road	6	Access to forestry industry
Colac-Forrest Road	7	Access to forestry industry
Colac-Ballarat Road	8	Direct access to Ballarat
Birregurra-Forrest Road	9	Connection between Cape Otway Road and Forrest

Key Local Road Network Routes

Road	Ranking	Notes
Eurack Road / Weering School Rd / Poorneet Road	1	Heavy vehicle connection between Colac-Ballarat Road and Hamilton Highway
Swan Marsh Road / Carpendeit Bungador Road	2	Direct connection to key dairy farms.
Cape Otway Road	3	Alternative heavy vehicle route to Colac
Cressy Road / Mount Hesse Road / Warrowie Road	4	Emergency bypass route of PHW.
Forest Street / Aireys Street	5	Access to key local industry producers. Alternative link between Princes Highway West and Colac-Lavers Hill Road
Ondit –Warrion Road	6	Connection between Colac-Ballarat Road and Coragulac-Beeac Road. Access to major quarry.
Old Beech Forrest Road	7	Key timber logging route. Part of Old Beechy Rail Trail tourist and cycling route.

Required Upgrades

Road / Township	Outcome	Time Frame
Great Ocean Road	Inland Route Improvements	Short
Princes Highway West	Tomahawk Creek Road Intersection Improvements	Short
Forrest-Apollo Bay Road (Skenes Creek Road)	Widening	Short
Forrest-Apollo Bay Road (Skenes Creek Road)	Slow Vehicle Turn Out Bays	Short
Colac	Bypass a study of the economic, social & environmental impacts of a bypass of the Princes Highway	Medium Short
Timboon-Colac Road	Pavement Strengthening	Medium
Colac-Ballarat Road	Pavement Strengthening	Medium
Princes Highway West	Duplication	Long



6.4 Golden Plains Shire

2016 Population: 20,809

2036 Estimated Population: 32,375

Area: 2,703km²

Golden Plains is a vibrant and progressive municipality situated between Geelong, Ballarat and Melbourne, offering residents and businesses access to the city services while enjoying a country lifestyle.

Rolling green hills, golden fields of canola and wheat, rugged bush landscapes and rocky plains span from its historic gold mining towns in the north and east, to the river valleys in the south.

New residents, including many young families, are taking advantage of the proximity to services and employment in nearby Ballarat and Geelong. Rapid growth in the north-west and south-east of Golden Plains complement the traditional rural base and the natural environment.

The Golden Plains Shire has a strong tradition in wool and grain growing, while intensive animal farming is now increasing. Growth in the home-based business sector is providing healthy employment and lifestyle opportunities.

Wine is an emerging industry, with the Moorabool Valley being home to a well-established and growing wine industry.

Key Arterial Road Network Routes

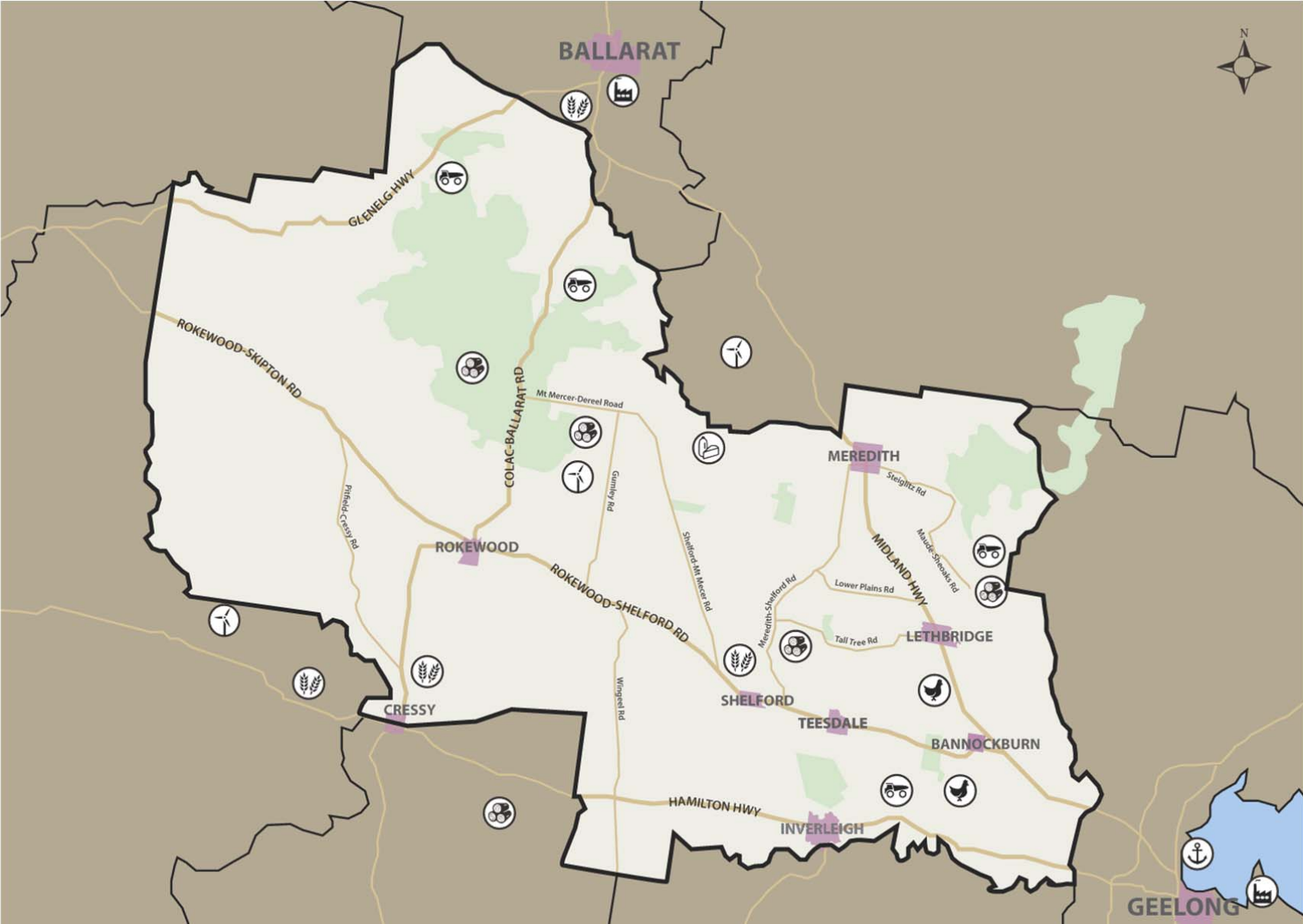
Road	Ranking	Notes
Midland Highway	1	Direct connections between Geelong and Ballarat
Hamilton Highway	2	Provides connections to Geelong, Inverleigh, Mortlake and Hamilton
Shelford-Bannockburn Road	3	Connection to Bannockburn and Shelford growth areas
Rokewood-Shelford Road	4	Access to local industries
Glenelg Highway	5	Provides connections between Ballarat and Hamilton
Rokewood-Skipton Road	6	Access to local industries
Colac-Ballarat Road	7	Connections between Colac and Ballarat

Key Local Road Network Routes

Road	Ranking	Notes
Lower Plains Road,	1	Provides connection for grain freight to Midland Highway
Tall Tree Road	2	Provides connection for grain freight to Midland Highway
Meredith-Shelford Road	3	Provides connection for grain freight to Midland Highway
Maude-She Oaks Road	4	Provides connection from quarry to Midland Highway
Steiglitz Road	5	Provides connection from quarry to Midland Highway
Shelford-Mt Mercer Road	6	Provides connection for timber freight to arterial road network
Dereel- Mt Mercer Road	7	Provides connection for timber freight to arterial road network
Pitfield-Cressy Road	8	Provides connection for grain freight to Midland Highway
Gumley Road	9	Provides connection for timber freight to arterial road network
Wingeel Road	10	Connects Shelford-Bannockburn Road and Hamilton Highway

Required Upgrades

Road / Township	Outcome	Time Frame
Midland Highway	Overtaking Lanes	Short
Shelford-Bannockburn Road	Clyde Road / Kelly Road Intersection Upgrade	Short
Hamilton Highway	Upgrades	Short
Bannockburn	Heavy Vehicle Alternate Route	Long
Midland Highway	Duplication	Long



6.5 Surf Coast Shire

2016 Population: 29,346

2036 Estimated Population: 43,763

Area: 1,553km²

Victoria's Surf Coast with its spectacular coastline, scenic rainforests and magnificent beaches, is one of the tourist drawcards of Australia.

The Surf Coast Shire is among the fastest growing regional municipalities of Victoria. It is popular both as a permanent place to live and as a second home.

The main population centres include Torquay, well known for its surf-related industries and Bells Beach, Winchelsea, gateway to the fertile western district, leafy Anglesea and the beautiful resort town of Lorne. Its permanent population more than trebles at peak holiday season. The Great Ocean Road, which starts at Torquay, attracts more than 2.5 million visitors each year.

The Surf Coast Shire is working to enhance and protect the natural environment while encouraging appropriate new development.

Key Arterial Road Network Routes

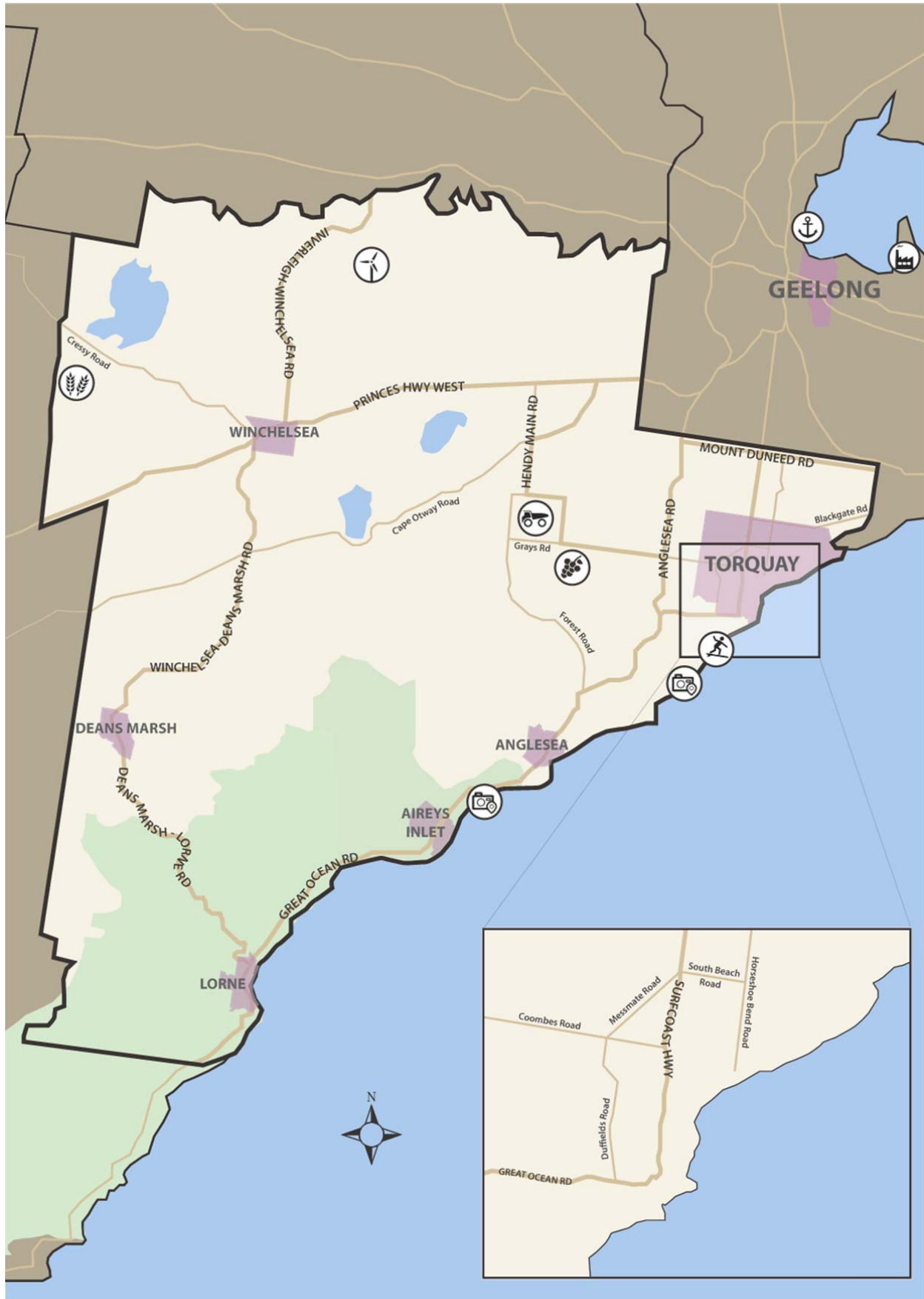
Road	Ranking	Notes
Princes Highway West	1	Provides connections to Melbourne, Geelong, Colac and Warrnambool
Surfcoast Highway	2	Provides direct connection to Geelong / Armstrong Creek
Anglesea Road	3	Alternative access to Torquay and Great Ocean Road
Mount Duneed Road	4	Connection to Barwon Heads / Ocean Grove
Great Ocean Road	5	Key tourist destination
Winchelsea-Deans Marsh Road / Deans Marsh-Lorne Road	6	Inland route to Great Ocean Road
Inverleigh-Winchelsea Road	7	Regional township connections
Cape Otway Road / Hendy Main Road	8	Access to local industry hubs

Key Local Road Network Routes

Road	Ranking	Notes
Cape Otway Road	1	Alternative heavy vehicle route to Colac
Horseshoe Bend Road	2	Access to Torquay growth areas, alternative route to Geelong
Blackgate Road	3	Part of the Thirteenth Beach connection to Barwon Heads
Forest Road / Grays Road	4	Provides connection from quarry to Anglesea
Coombes Road	5	Access to Torquay from Anglesea Road
South Beach Road / Messmate Road / Duffields Road	6	Access to Torquay growth areas
Cressy Road	7	Allows for movements of heavy vehicles from grain depot. Emergency bypass route of PHW.

Required Upgrades

Road / Township	Outcome	Time Frame
Hendy Main Road	Upgrades	Short
Deans Marsh-Lorne Road	Passing Lanes	Short
Cape Otway Road	Upgrade	Short
Blackgate Road	Upgrades	Short
Forest Road / Greys Road	Upgrades	Short
Anglesea Road	Duplication	Medium
Horseshoe Bend Road	Upgrades	Medium
Winchelsea-Deans Marsh Road	Cape Otway Road Intersection Improvements	Medium
Winchelsea-Deans Marsh Road	Upgrade	Medium
Mount Duneed Road	Rail overpass improvements	Medium
Coombes Road	Upgrade	Medium
Inverleigh-Winchelsea Road	Upgrade	Long
Great Ocean Road	Duplication	Long



7 Gaps & Game Changers

7.1 Recent Development

Armstrong Creek Development

Out of sequence development impacting heavily on road network

Barwon Heads Road Traffic Growth

Creating congestion on Barwon Heads Road

Flow on effect is creating congestion on other key arterial routes

Princes Highway Duplication

Geelong to Winchelsea

Drysdale Bypass

Remove traffic from Drysdale town centre

Great Ocean Road Upgrades

\$50M Package

7.2 Emerging Issues

Future Growth Areas

The development of new growth areas on the outskirts of Geelong will require intensive planning for the future of the road networks, with a focus to be placed on public transport and connections to the Geelong CBD.

Bellarine Peninsula Growth

With an expected population growth equal to that of Armstrong Creek, traffic growth on the Bellarine will need to be managed to ensure that it is not negatively impacted.

Bellarine Link

Following the completion of the planning study, the construction of the Bellarine Link will remain a priority to remove traffic from the Geelong CBD and provide direct connections to the Bellarine Peninsula.



Point Henry

While the future of this site remains undecided, it is critical that any development planning includes the impact that land use changes will have on the road network.

Princes Highway Duplication

Encourage population and economic growth in Colac by completing the construction of the Princes Highway West from Winchelsea to Colac

Great Ocean Road and Inland Touring Routes

Support the continued growth of tourism by improving safety and wayfinding on the Great Ocean Road and connecting inland routes.



8 Appendices

Strategic Importance Ranking of Arterial Roads

Road	Economy	Access	Growth	Support	Mode Choice	Total
Latrobe Terrace	11	15	38	2	0	66
Melbourne Road	15	15	30	0	2	62
Princes Freeway	18	14	27	2	0	61
Barwon Heads Road	7	14	25	11	4	61
Surfcoast Highway	9	15	24	7	4	59
Midland Highway	13	17	15	11	0	56
Princes Highway West	20	10	14	11	0	55
Settlement Road	11	15	26	0	2	54
Grubb Road	5	14	21	9	4	53
Geelong-Bacchus Marsh Road	10	14	20	7	0	51
Bayside Road	14	13	15	9	0	51
Breakwater Road	8	13	23	2	4	50
Ryrie Street	7	14	17	9	2	49
Colac Road	10	15	22	0	2	49
Bellarine Highway	9	15	20	0	4	48
Anglesea Road	5	13	23	7	0	48
Geelong Ring Road	14	14	19	0	0	47
Geelong-Portarlington Road	9	15	18	0	4	46
Mount Duneed Road	5	15	16	9	0	45
Great Ocean Road	6	9	14	11	2	42
Hamilton Highway	6	9	9	7	0	31
Shelford-Bannockburn Road	6	8	5	7	0	26
Forrest-Apollo Bay Road	6	10	2	7	0	25
Winchelsea-Deans Marsh-Lorne Road	4	10	3	7	0	24
Rokewood-Shelford Road	5	7	1	7	0	20
Glenelg Highway	4	7	7	0	2	20
Inverleigh-Winchelsea Road	5	6	7	2	0	20
Rokewood-Skipton Road	5	6	1	7	0	19
Colac-Lavers Hill Road	7	7	5	0	0	19
Colac-Ballarat Road	3	6	8	0	0	17
Timboon-Colac Road	5	9	0	2	0	16
Colac-Forrest Road	4	7	5	0	0	16
Hendy Main Road	4	7	2	0	2	15
Point Lonsdale Road	4	6	1	0	0	11
Birregurra-Forrest Road	3	6	0	0	0	9

ORDINARY COUNCIL MEETING

SUBMISSION - INQUIRY INTO THE SUSTAINABILITY AND OPERATIONAL CHALLENGES OF VICTORIA'S RURAL AND REGIONAL COUNCILS

OM172806-9

LOCATION / ADDRESS	Whole of Municipality	GENERAL MANAGER	Trevor Olsson
OFFICER	Sarah McKew	DEPARTMENT	Corporate Services
TRIM FILE	F16/6678	CONFIDENTIAL	No
ATTACHMENTS	1. COS Submission - Sustainability and Operational Challenges - R&R Councils		
PURPOSE	To provide the submission in response to the Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils		

1. LOCATION PLAN / AERIAL PHOTO

Whole of Municipality

2. EXECUTIVE SUMMARY

The sustainability and operational challenges of rural and regional councils in Victoria are being examined in a public inquiry by the Victorian Parliament's Environment, Natural Resources and Regional Development Committee.

Issues being explored by the Committee include funding and budgetary pressures, infrastructure needs, and rates policies.

The inquiry's terms of reference identify flood planning and preparation, maintenance of flood mitigation infrastructure, maintenance of local road and bridge networks, as well as weed and pest animal control as key issues for the Committee to examine.

The submission is attached for endorsement.

3. RECOMMENDATION

That Council:

1. *Endorses the Colac Otway Shire submission in response to the Parliament of Victoria's Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The sustainability and operational challenges of rural and regional councils in Victoria are being examined in a public inquiry by the Victorian Parliament's Environment, Natural Resources and Regional Development Committee. Issues being explored by the Committee include funding and budgetary pressures, infrastructure needs, and rates policies.

The inquiry's terms of reference identify flood planning and preparation, maintenance of flood mitigation infrastructure, maintenance of local road and bridge networks, as well as weed and pest animal control as key issues for the Committee to examine.

The inquiry is an opportunity for people across Victoria to contribute their views on the services provided by rural and regional councils as well as hear from councils. Local knowledge of these issues and local input to our inquiry is vital if the Committee is to make meaningful recommendations.

Local councils and community groups were invited to provide a submission, as well as individuals with an interest in the future development of their local communities, so that their voices are heard during this review.

Public submissions were originally open until 21 September 2016, then extended to March 2017 and now a further extension has been provided until 30 June 2017. The inquiry has currently received 53 submissions from individuals and councils across Victoria.

KEY INFORMATION

A draft submission has been prepared based on the Terms of Reference for the Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils.

- (a) local government funding and budgetary pressures;
- (b) fairness, equity and adequacy of rating systems;
- (c) impact of rate-capping policies;
- (d) capacity for rural and regional councils to meet responsibilities for flood planning and preparation, and maintenance of flood mitigation infrastructure;
- (e) maintenance of local road and bridge networks; and
- (f) weed and pest animal control.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Not applicable

ENVIRONMENTAL IMPLICATIONS

Not applicable

SOCIAL & CULTURAL IMPLICATIONS

Not applicable

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

Not applicable

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Not applicable

7. IMPLEMENTATION STRATEGY

DETAILS

Submissions in response to the Inquiry are due by 30 June 2017.

COMMUNICATION

Not applicable

TIMELINE

Not applicable

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Dear Ms Halfpenny,

Submission - The Parliamentary Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils

I am pleased to present this submission on behalf of the Colac Otway Shire.

Our submission focuses on:

- Communities in large rural and regional councils are dependent on the responsible government authority delivering the service for which they are responsible.
- Rural and regional councils need partnerships with other levels of government and each other to best meet the needs of the local community.
- A role needs to be developed for partnerships with private enterprise and local community organisations to be involved in the delivery of services to the community.

Our submission responds to the Inquiry's Terms of Reference as follows:

LOCAL GOVERNMENT FUNDING AND BUDGETARY PRESSURES

Traditionally local councils have had to fund an increasingly larger portion of the cost of providing services to the community. This has occurred through:

- Freezing the indexation of funding from State and Federal government sources.
- Funding increments being based on inappropriate indexation methods that have nothing to do with the costs being incurred by councils to provide the services to the community.
- State and Federal government agencies' capacity to deliver the required community services in rural areas relating to crown land, waterway management and environment management has reduced due to budget cuts in these levels of government. The result has been local councils having to take on additional services to deliver the required outcomes.
- Increased regulation by State and Federal government agencies has increased workloads for councils particularly in the environmental controls, aged services, child care and regulatory services such as planning and local laws with minimal initial funding.
- Increased reporting requirements by independent government agencies asking for similar information repeatedly from local councils without consideration being given to the timing or resources required to produce the information.
- The fees charged for services being provided under the control of other levels of government have increased significantly higher to local government than the grant funding models have allowed for.
- Ongoing cost shifting with little or no regard to Council's capacity. A recent example is the approach taken to introduce the proposed changes to the land valuation process in Victoria has occurred without any prior consultation or engagement with the local government sector. This has not allowed Councillors (as elected representatives of the community) an opportunity to provide input or to outline the impacts of the proposal.

The cumulative impact to Council's sustainability is a heavier reliance on rating income to fund the additional costs incurred by local councils. In the Colac Otway Shire Council's situation, rates as a portion of total income have increased from 39.4% in 2004/2005 to a forecast 58.8% in 2019/2020.

The Colac Otway Shire Council's ability to rely on other sources of income other than rates is very limited in that:

- Capital funding is dependent on the adopted budget from State and Federal government sources. The level of recurrent grant funding is at the discretion of the Government agencies, so Council's capability to generate income is limited to lobbying agencies. In Colac Otway Shire Council's experience, recurrent grants fell from 25.4% of operating expenditure in 2006/2007 to the anticipated figure of 20.3% in 2019/2020.
- In large rural and regional councils, a smaller population coupled with less developed commercial and industrial facilities limits the capacity to generate significant internally generated income from user fees. The benefits of economies of scale that exist in larger population centres are not available for these councils without incurring significant cost pressures for new infrastructure. There is limited capacity to fund these projects from councils' internal sources without having a significant detrimental effect on the council's financial stability.

Colac Otway has a high tourism destination along its coast which generates pressure on infrastructure and services from non-ratepayers during peak visitation periods. These day visitors use council infrastructure and services but do not contribute financially to fund services. The funding provisions available to local councils need to take into account visitation levels, not merely the permanent population. Failure to do so places a disproportionate burden of funding these facilities and services on local communities.

The defined benefit scheme was set up by the Victorian Government in 1982 and was compulsory for all councils until it was closed to new members in 1993. Since 1998, local councils in Victoria have been severely impacted by the four calls on councils to fully fund the liabilities of the Defined Benefits Scheme. This requirement does not apply to the State and Federal government schemes. Local councils expect to receive further calls over the life of the scheme.

The sustainability of all local councils involves measuring if an infrastructure renewal gap exists (comparison of depreciation to the year's renewal expenditure). For rural and regional councils, a significant cumulative renewal gap exists resulting from continuous underspending of infrastructure renewal for substantial past periods. This expenditure is substantially funded from internal sources available to council. Significant budgetary pressure is placed on council as this infrastructure requires:

- Additional maintenance to continue providing a basic level of service and
- Additional funding to normal renewal requirements given the condition of the asset.

Climate change and the resultant emergencies do impact regional and rural councils financially.

Colac Otway municipality is particularly vulnerable with 95 kilometres of coastline and 110,000 hectares of bushland. The planning and preparation for sea inundation, land slips and bush fires is an additional budgetary pressure level over the coming decades. While support from other levels of government is gratefully received, the actual management of the community affected by the crisis is the responsibility of the local council and is provided by council's existing resources. Budgeting for these resource contingencies does not form part of council's budgetary consideration. When a crisis or multiple crises occur, the existing budgeted resources need to be redirected from the initial intent. These unanticipated costs are not reimbursed by other levels of government.

FAIRNESS, EQUITY AND ADEQUACY OF RATING SYSTEMS

Council acknowledges that the existing system of raising rates using property values is imperfect.

Of particular concern to the Colac Otway Shire Council is that there are large areas of non-rateable land existing between the two main population centres of Colac and Apollo Bay (ie. Great Otway National Park and State Park). The owners of these 1,093 properties, while not paying rates, are receiving the benefit of Council's assets and services.

As a result, those who are paying rates are paying a higher proportion than they would otherwise. Council observes that the majority of the 1,093 properties are liable to pay a Fire Services Levy which flows to the State Government.

The rate calculation is based on property valuation, not capacity to pay. Where significant industrial and commercial properties make up rateable properties, the property valuation may reflect the ability to pay rates. For rural councils, a significant proportion of properties are designated farm land which, while asset rich, can be income poor. The collapse of the world milk price and drought-affected seasons are examples that have occurred in the past. This segment of community makes up approximately 18.5% of all properties but 29% of Council property value.

In an effort to reflect the ability to pay, Council has applied differential rates in an attempt to find a balance of rate liability between sections of the community. In the event of disasters, the affected ratepayers have also been offered interest-free periods. Additional flexibility within the rating system and ability to charge rates on some classes of non-rateable properties will provide greater fairness and equity.

IMPACT OF RATE CAPPING POLICIES

Council's approach to rate capping has adopted a positive and constructive approach. Since rate capping was introduced, Council has reviewed its procedures and processes, identifying and delivering efficiencies throughout the organisation. The draft 2017/2018 Budget is proposing an average 0.63% increase in its rates – the second lowest in Victoria without altering its service delivery. When applying the rate cap in future years, the additional savings already delivered should be recognised if a future request for a variation is made to fund further efficiencies.

In the short to medium term a continued focus on innovation, efficiency and service reviews are to be undertaken in every division over the coming 4 year budget cycle and will be critical to ensure Council continues to remain financially sustainable.

In the medium to long term, without taking further action, there is a strong likelihood that rate capping will place at risk the financial sustainability of the Colac Otway Shire Council. This action will need to review the current arrangements and in some cases consider either reducing the current level of service or hand the responsibilities back to the State Government. Additional work is also needed to identify the level of services provided by Council to the community for which the community is willing to fund.

CAPACITY FOR RURAL AND REGIONAL COUNCILS TO MEET RESPONSIBILITIES FOR FLOOD PLANNING AND PREPARATION, AND MAINTENANCE OF FLOOD MITIGATION INFRASTRUCTURE

Effective management of flooding risk requires macro management across an entire catchment area. Often catchment areas will extend far and wide across multiple LGAs and affect and be affected by water authorities, CMAs, coastal committees and other state government authorities. Placing responsibilities for flood risk on a Council is extremely short sighted. These responsibilities must sit

with an overarching authority with capacity to manage and vision of entire catchment areas, ie the state government. In some examples the federal government may be even more appropriate.

Water storages, environmentally sensitive regions, national and state parks, railways and state highways are all examples that can have a significant effect on a flood event however Councils will never have influence over how they're operated.

The resources required to manage flood risk is beyond regional councils. Cost is the obvious shortfall but furthermore Council's simply do not have the expertise in matters such as riparian environment management or hydrological engineering which are fundamental to effective management. Nor do regional councils have capacity to attract people with explicit knowledge in these areas given current funding levels.

Even if sufficient funding were available it would be hard to justify the feasibility of resourcing regional councils to a sufficient level compared to the economies of scale of managing flood risk at a state level.

MAINTENANCE OF LOCAL ROAD AND BRIDGE NETWORKS

The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure.

Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.

Colac Otway Shire Council recognises the challenge known as the Asset Renewal Gap. The gap exists due to the inability to fund infrastructure asset replacement when asset condition degrades and the associated services are unable to be delivered. In order to address this, Council has had an ongoing commitment to recognising asset renewal expenditure as 'non discretionary' and providing responsible levels of funding for the renewal of community assets over a number of years.

The current standards do not meet community expectations. There is an unfunded community infrastructure renewal gap.

With limitations on Council's ability to raise capital funds from rates revenue and the declining financial support from other levels of government as evidenced by the cessation of the Country Roads & Bridges Program and freezing of Federal Assistance Grants, the community will notice a progressive deterioration in the quality and condition of assets such as roads, bridges, footpaths, and buildings. The only means that Council will have to manage this will be to reduce levels of service and to decommission assets which are deemed to be aligned with discretionary services.

As councils have a limited capacity to raise additional revenue, they often use a range of funding options such as rate rises, lower service levels, asset rationalisation and borrowings.

Over a four year period 2011/12 to 2014/15 Council's in rural Victoria received a \$1m a year for roads and bridges. This enabled Colac Otway to put significant funding into its bridges. It had been identified that many of Council's bridges needed to be replaced or have significant maintenance undertaken.

This funding is now no longer available under and will place additional pressure on Council's resources.

WEED AND PEST ANIMAL CONTROL

Weed and pest animal control is a national problem that is severely under resourced, particularly in relation to roadside verges. After years of legal debate over the responsibilities for weed and pest animal control on roadsides, the State Government introduced legislative changes in 2013. Although the intention was to help clarify legal responsibilities, the extent of the State Government funding to assist councils in discharging their additional weed control responsibilities has been inadequate.

Due to the size of the Shire, the diversity of the roadside vegetation values, the extent of weed infestations and the limited funding available, Council uses a strategic asset-based approach to prioritise the management of roadside weeds. Two approaches are used under this model:

1. the control of weeds located on high conservation value roadsides;
2. the control of high priority emergent weeds.

Although Council takes this strategic approach to weed management, the \$37,162 Council received from the Victorian Government for weed control works on road reserves in the 2016–17 financial year was not enough to effectively treat the 1,619 kilometres of local roads in Colac Otway Shire. The Roadside Weeds and Pest Management Program funding is widely recognised as being insufficient to cover the costs of necessary activities, and this leaves Council with no capacity to respond to unforeseen weed outbreak events.

Council is concerned that unless there is a change in approach and adequate resources are provided, it will be difficult to continue to implement an effective weed control program. Ineffective weed control can lead to considerable degradation of private and state-owned land in the medium to long term, as well as potentially having a serious negative impact on agriculture, which is a vital component of the economic health of our region. It is also important to note that weedy roadsides populated by a consistent vegetation type can increase fire risk, which is of particular concern in this high bushfire risk region. Furthermore, lack of investment in weed management can have implications for local tourism.

These difficulties are further compounded by the short-term nature of State Government funding allocations, which prevent Colac Otway Shire Council from putting the kind of long-term management plans in place that are crucial to the effective control of difficult weeds. The provision of additional resources by the Victorian Government would greatly assist Colac Otway Shire Council's efforts to comprehensively manage weeds.

Thank you for accepting this submission on behalf of Colac Otway Shire Council. Council appreciates the opportunity to contribute with regards to issues of such importance to the members of its local community.

Yours sincerely,

Sue Wilkinson
Chief Executive Officer
Colac Otway Shire

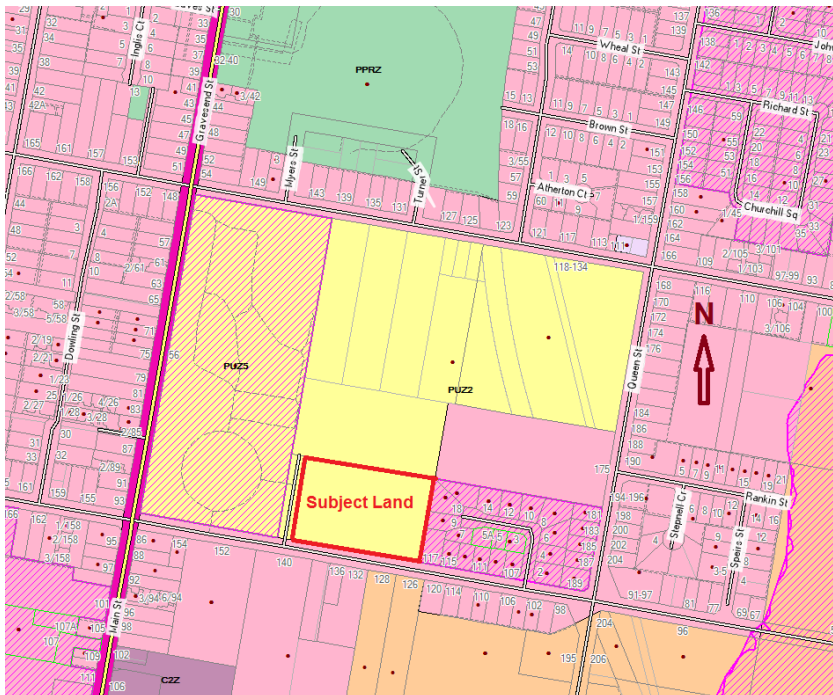
ORDINARY COUNCIL MEETING

AMENDMENT C94 TO COLAC OTWAY PLANNING SCHEME (COLAC CEMETERY)

OM172806-10

LOCATION / ADDRESS	119-153 Pound Road, Colac	GENERAL MANAGER	Gareth Smith
OFFICER	Vige Satkunarajah	DEPARTMENT	Development & Community Services
TRIM FILE	F16/6696	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	Seek Council endorsement for Amendment C94, part of Colac cemetery land		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The subject land is located (Refer Plan 1) at Nos. 119-153, Pound Road, Colac. It is part of the Colac cemetery and owned by the Trustees of Geelong Cemeteries (the Trust). The Trust purchased the land in 2003 for the expansion of the Colac cemetery.

The land is currently zoned Public Use Zone 2 (PUZ2 – for Education). The zoning of the land needs to be amended to Public Use Zone 5 (PUZ5 – for Cemetery /Crematorium) for it to be used for the purpose of a cemetery.

Amendment C94 proposes to make the required changes to the Colac Otway Planning Scheme (the Planning Scheme). The amendment is necessary to facilitate its intended use of the subject land for a cemetery. The Department of Environment Land Water and Planning (DELWP) is undertaking the amendment, and utilising section 20(4) of the Planning and Environment Act 1987 (the Act) under which the Minister for Planning (the Minister) may exempt himself from exhibition and notice requirements of the Act. Given the minor nature of the amendment, officers consider it is reasonable not to undertake a full public notification for this amendment.

However as per Council's request DELWP has notified of the amendment to the adjoining land owners and occupiers.

Council also received the notification of the amendment; Council's response must be sent to DELWP by 7 July 2017. Officers recommend that Council supports the amendment and endorses the Minister for Planning to prepare and approve the amendment and utilising his power under Section 20(4) of the Act.

3. RECOMMENDATION

That Council:

- 1. Notes the proposed amendment C94 to the Colac Otway Planning Scheme and acknowledges the importance of the amendment to facilitate the land to be used for the purpose of a cemetery.*
- 2. Writes to the Department of Environment Land Water and Planning to offer support for Amendment C94 to rezone the land from Public Use Zone 2 to Public Use Zone 5 in the Colac Otway Planning Scheme.*
- 3. Writes to the Minister for Planning to advise that it supports the Minister preparing Amendment C94 to rezone land from Public Use Zone 2 to Public Use Zone 5 in the Colac Otway Planning Scheme, and to the Minister utilising his power under Section 20(4) of the Planning and Environment Act 1987 to exempt himself from exhibition and notice requirements under the Act.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The subject land was purchased by the Trust in 2003 to facilitate the expansion of the Colac cemetery. However at purchase the zoning of the land was PUZ2. For the land to be used as a cemetery the most appropriate zone is PUZ5.

The Trust and the Department of Health and Human Services have requested DELWP to rezone the land to facilitate the future expansion of the cemetery.

Amendment C94 proposes to make this change to the zoning of the land. The amendment is undertaken by DELWP's Fast Track Government Land Service team under section 20(4) of the Act.

Under s20(4) of the Act, the Minister may exempt himself from exhibition and notice requirements if he is satisfied a notice of amendment is not required and that the exemption is appropriate.

KEY INFORMATION

The subject land currently owned by the Trust is zoned PUZ2 and needs to be rezoned to PUZ5 for it to be used for the purpose of a cemetery. This change can be undertaken by an amendment to the Planning Scheme.

Amendment C94 proposes to make the above change to the Planning Scheme. The amendment is a necessary minor change to the zoning of the land to reflect the intended use.

Since the amendment does not cause any material detriment to anyone it qualifies to be considered under section 20(4) of the Act. Given the nature of the amendment making only a minor change to an existing PUZ land, officers consider it is reasonable not to undertake a full public notification in this case.

DELWP is currently undertaking an information notification of the amendment with adjoining landowners and occupiers and with Council prior to the Minister making a decision. Council's response to the notification should be sent to DELWP by 7 July 2017.

Officers recommend that Council supports the amendment as outlined in the recommendations of this report.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION AND ENGAGEMENT

DELWP has sent notification of the amendment to the adjoining land owners and occupiers on Friday 9 June 2017. All submissions received will be considered by DELWP prior to the Minister making a decision on the amendment.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The zoning of the land in the Colac Otway Planning Scheme is inconsistent with the current and future use of the land. The proposed amendment will result in the appropriate zoning.

ENVIRONMENTAL IMPLICATIONS

There are no direct negative environmental implications of the rezoning.

SOCIAL AND CULTURAL IMPLICATIONS

The rezoning of the subject land will facilitate the future expansion of the Colac cemetery which will support the future burial needs of the Colac community.

ECONOMIC IMPLICATIONS

There are no direct negative economic implications of this rezoning.

LEGAL AND RISK IMPLICATIONS

There are no known legal implications of this rezoning.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The amendment is undertaken by the DELWP's Fast Track Government Land Service team. There are no financial implications of the amendment to Council.

7. IMPLEMENTATION STRATEGY

DETAILS

The amendment is a minor correction to the zoning of the subject land to reflect the intended use of the land as part of the Colac cemetery. Subject to Council support and adjacent property owners response DELWP, will facilitate the amendment.

COMMUNICATION

As Council is not the proponent for this amendment, there are no formal notification requirements. The amendment is undertaken by DELWP under Section 20(4) of the Act, under which the Minister exempts himself from exhibition and notice requirements. Given the minor nature of the proposed change, which seeks to

rezone the subject land from PUZ2 to PUZ5 to facilitate the use of the land for the purpose of a cemetery, officers consider it is reasonable not to undertake a full public exhibition for this amendment.

However as requested by officers, DELWP has notified of the amendment to the adjoining landowners and occupiers and to Council.

There would be no further community consultation or notification.

TIMELINE

DELWP is currently undertaking information notification of the amendment. Council's comments on the amendment must be submitted to DELWP by 7 July 2017.

The amendment is likely to take in the order of 3 to 6 months.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING
CONSIDERATION OF CONTRACTS

OM172806-11

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Tony McGann
OFFICER	Andrew Kavanagh	DEPARTMENT	Infrastructure & Leisure Services
TRIM FILE	F13/220	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	Council approval is required to extend Contract 1301 - Cleaning of Buildings, Public Conveniences and Barbecues and award Contract 1710 - External Plant Hire and Contract 1711 - Supply of Crushed Rock, Sealing Aggregate and Pavement Materials		

1. LOCATION PLAN / AERIAL PHOTO

Not applicable

2. EXECUTIVE SUMMARY

CONTRACT 1301 – CLEANING OF BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES

The Cleaning Services contract was awarded in May 2013 to Colac Cleaning Services. The initial term of the contract was 1 July 2013 to 30 June 2015 with three one-year options to extend the contract. The second option to extend the contract was exercised in June 2016. It is proposed that Council exercise the final one year option and extend the contract to 30 June 2018.

CONTRACT 1710 – EXTERNAL PLANT HIRE

Tenders have been received for the supply of plant with operator (wet hire) and plant without operator (dry hire). It is recommended that Council award the contract to the following panel of suppliers:

Bartlett's Waste Management Pty Ltd
Coragulac Quarries
Deja Eight Pty Ltd
Donald Gordon Pearce T/as Ducks Logging
Environmental Services Group Pty Ltd
Gavlex Pty Ltd T/as RSP Environmental Services
Glenn Higgins Excavations
Luxton Plant Pty Ltd

MCC Group Pty Ltd T/as Bridge Tech
McNaughtons Excavations Pty Ltd
Melis and Sons Pty Ltd
PJM Machinery
Porter Excavations Pty Ltd T/as Porter Plant
PremiAir Services Pty Ltd
R & L Richardson Transport
Richardson's Transport (VIC) Pty Ltd

The supply of wet and dry plant hire for capital works projects and road maintenance is budgeted within individual projects.

Suppliers will be engaged as required with no guarantee of any quantity of work.

CONTRACT 1711 – SUPPLY OF CRUSHED ROCK, SEALING AGGREGATE AND PAVEMENT MATERIALS

Tenders have been received for the supply of crushed rock, sealing aggregate and pavement materials. It is recommended that Council award the contract to the following panel of suppliers:

Coragulac Quarries
David Eldridge Pty Ltd t/as D E Quarries
Frank R Russell Pty Ltd
Geelong Quarries
Holcim (Australia) Pty Ltd
Melis & Sons Pty Ltd

The supply of road construction and maintenance materials is budgeted within individual projects and programs.

Suppliers will be engaged as required with no guarantee of any quantity of work.

3. RECOMMENDATION

That Council:

- 1.**
 - a. Exercises the one year option to extend Contract 1301 – Cleaning of Buildings, Public Conveniences and Barbecues to 30 June 2018.***
 - b. Authorises the Chief Executive Officer to sign the extension to the Contract following award by Council.***
- 2.**
 - a. Awards Contract 1710 – External Plant Hire to the following suppliers at their tendered schedule of rates for the term 1 July 2017 to 30 June 2018:***
 - Bartlett's Waste Management Pty Ltd***
 - Coragulac Quarries***
 - Deja Eight Pty Ltd***
 - Donald Gordon Pearce T/as Ducks Logging***
 - Environmental Services Group Pty Ltd***
 - Gavlex Pty Ltd T/as RSP Environmental Services***
 - Glenn Higgins Excavations***

- *Luxton Plant Pty Ltd*
- *MCC Group Pty Ltd T/as Bridge Tech*
- *McNaughtons Excavations Pty Ltd*
- *Melis and Sons Pty Ltd*
- *PJM Machinery*
- *Porter Excavations Pty Ltd T/as Porter Plant*
- *PremiAir Services Pty Ltd*
- *R & L Richardson Transport*
- *Richardson's Transport (VIC) Pty Ltd*

b. Authorises the General Manager, Infrastructure and Leisure Services to enact the Contract.

3.

a. Awards Contract 1711 – Supply of Crushed Rock, Sealing Aggregate & Pavement Material to the following suppliers at their tendered schedule of rates for the term 1 July 2017 to 30 June 2018:

- *Coragulac Quarries*
- *David Eldridge Pty Ltd t/as D E Quarries*
- *Frank R Russell Pty Ltd*
- *Geelong Quarries*
- *Holcim (Australia) Pty Ltd*
- *Melis & Sons Pty Ltd*

b. Authorises the General Manager, Infrastructure and Leisure Services to enact the Contract.

4. BACKGROUND / KEY INFORMATION

CONTRACT 1301 – CLEANING OF BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES

Colac Cleaning Services has performed the contracted services for Council for over 20 years, except for a three year period between August 2010 and June 2013 during which the contract was held by a different company. Colac Cleaning Services has agreed to extend the contract period by 12 months at this time.

Tender submissions for the cleaning services contract were received from six companies in March 2013.

Council awarded the contract to Colac Cleaning Services on the assessment that it offered best value to Council.

The options available to Council are to extend the contract for 12 months in accordance with the Contract conditions or re-tender the contract. Colac Cleaning Services continues to deliver services of sound quality to Council under the current contract. The Colac-based company has a well-developed understanding of Council's needs having held the contract for the majority of the last 20-plus years. If Council resolves to re-tender, a partial extension of the contract would need to be negotiated with Colac Cleaning Services while Council issued a new tender and awarded a new contract. Extending the contract to 30 June 2018 is the preferred option.

A review of required levels of services will be conducted for the new contract specifications prior to a tender release date in late 2017 so an assessment can be made as to what service levels offer best value to Council and develop the tender specification accordingly. The time taken between the proposed extension of the contract and the release of the new tender will give Council a suitable period of time to ensure our facilities are serviced to the best standards.

CONTRACT 1710 – EXTERNAL PLANT HIRE

Tenders closed on 12 April 2017 for the supply of plant with operator (wet hire) and plant without operator (dry hire). Tenders were advertised in the Colac Herald on 17 March 2017 and the Geelong Advertiser on 18 March 2017, as well as on Council's website and via TenderSearch.

The term of the proposed contract is 1 July 2017 to 30 June 2018.

The tender was issued to suppliers that are suitably resourced to meet the Council's requirements for suitable plant, labour and equipment to supplement its own plant fleet both on road construction and maintenance programs.

Tenders were received from the following 16 suppliers:

Bartlett's Waste Management Pty Ltd
Coragulac Quarries
Deja Eight Pty Ltd
Donald Gordon Pearce T/as Ducks Logging
Environmental Services Group Pty Ltd
Gavlex Pty Ltd T/as RSP Environmental Services
Glenn Higgins Excavations
Luxton Plant Pty Ltd
MCC Group Pty Ltd T/as Bridge Tech
McNaughtons Excavations Pty Ltd
Melis and Sons Pty Ltd
PJM Machinery
Porter Excavations Pty Ltd T/as Porter Plant
PremiAir Services Pty Ltd
R & L Richardson Transport
Richardson's Transport (VIC) Pty Ltd

Tenders were evaluated and assessed in accordance with Council's Procurement, Quotation, Tendering and Purchasing Procedure, taking into account the following selection criteria:

Tendered Price	50%
Plant Type/Suitability and Condition	25%
Experience / Track Record	20%
Local Content	5%

CONTRACT 1711 – SUPPLY OF CRUSHED ROCK, SEALING AGGREGATE AND PAVEMENT MATERIALS

Tenders closed on 12 April 2017 for the supply of crushed rock, sealing aggregate and pavement materials. Tenders were advertised in the Colac Herald on 17 March 2017 and the Geelong Advertiser on 18 March 2017, as well as on Council's website and via TenderSearch.

The term of the proposed contract is 1 July 2017 to 30 June 2018.

The tender was issued to suppliers that are suitably resourced to meet the Council's requirements for road construction and maintenance materials for various infrastructure projects throughout the Shire.

Tenders were received from the following six suppliers:

Coragulac Quarries
David Eldridge Pty Ltd t/as D E Quarries
Frank R Russell Pty Ltd
Geelong Quarries
Holcim (Australia) Pty Ltd
Melis & Sons Pty Ltd

Tenders were evaluated and assessed in accordance with Council's Procurement, Quotation, Tendering and Purchasing Procedure, taking into account the following selection criteria:

Tendered Price	75%
Capacity / Resources	10%
Experience / Track Record and Performance	10%
Local Content	5%

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Purchasing goods through a tender process aligns with the Good Governance pillar of the Council Plan. Good Governance for Council includes striving for excellence in financial management and council services, and always looking for better ways to do things.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

SOCIAL & CULTURAL IMPLICATIONS

Not applicable.

ECONOMIC IMPLICATIONS

Not applicable.

LEGAL & RISK IMPLICATIONS

Not applicable.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

CONTRACT 1301 – CLEANING OF BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES

The total budget allocated to the cleaning of municipal buildings, public conveniences and barbecues within this contract is \$474,000 for 2017/18.

CONTRACT 1710 – EXTERNAL PLANT HIRE

The supply of wet and dry plant hire is budgeted within individual projects and programs which are required to allow for adequate funding including an allowance for these services.

Suppliers will be engaged as required with no guarantee of any quantity of work.

CONTRACT 1711 – SUPPLY OF CRUSHED ROCK, SEALING AGGREGATE AND PAVEMENT MATERIALS

The supply of road construction and maintenance materials is budgeted within individual projects and programs which are required to allow for adequate funding including an allowance for these materials.

Suppliers will be engaged as required with no guarantee of any quantity of work.

7. IMPLEMENTATION STRATEGY

DETAILS

CONTRACT 1301 – CLEANING OF BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES

If approval is granted to extend the contract service delivery will continue as usual.

CONTRACT 1710 – EXTERNAL PLANT HIRE

Council may procure services from the approved suppliers at any time during the term of the contract.

CONTRACT 1711 – SUPPLY OF CRUSHED ROCK, SEALING AGGREGATE AND PAVEMENT MATERIALS

Council may procure goods from the approved suppliers at any time during the term of the contract.

COMMUNICATION

CONTRACT 1301 – CLEANING OF BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES

A notice extending the contract will be issued to Colac Cleaning Services signed by the General Manager Infrastructure and Leisure Services.

CONTRACT 1710 – EXTERNAL PLANT HIRE

Letters of award will be issued to the suppliers recommended for acceptance onto the panel.

CONTRACT 1711 – SUPPLY OF CRUSHED ROCK, SEALING AGGREGATE AND PAVEMENT MATERIALS

Letters of award will be issued to the suppliers recommended for acceptance onto the panel.

TIMELINE

Not applicable.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING

AUTHORISATION OF OFFICERS UNDER THE PLANNING AND ENVIRONMENT ACT 1987

OM172806-12

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Trevor Olsson
OFFICER	Trevor Olsson	DEPARTMENT	Corporate Services
TRIM FILE	11/96474	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Authorisation of Officer - Simon Howland 2. Authorisation of Officer - Dora Novak 3. Authorisation of Officer - Travis Riches 4. Authorisation of Officer - Doug Winckle 		
PURPOSE	To appoint environment and community safety officers under the Planning and Environment Act 1987.		

1. LOCATION PLAN / AERIAL PHOTO

Not applicable

2. EXECUTIVE SUMMARY

The purpose of the report is for Council to appoint the Municipal Fire prevention Officer and Municipal Emergency Management Co-ordinator Simon Howland, Senior Compliance Officer Doug Winckle, Environment Co-ordinator Travis Riches and Environmental Sustainability Officer Dora Novak as authorised officers under the *Planning and Environment Act 1987*.

3. RECOMMENDATION

That Council:

1. *Appoints Simon Howland, Doug Winckle, Travis Riches and Dora Novak as authorised officers pursuant to the Planning and Environment Act 1987.*
2. *Notes that the Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.*
3. *Delegates to the Chief Executive Officer authority to sign and place under Council Seal the Instrument of Appointment and Authorisation.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The *Planning and Environment Act 1987* (the Act) establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.

Various staff members within the Council's Environment and Community Safety Department are required to undertake assessments, give advice or investigate various issues in relation to the Act. In order to undertake these assessments legally, particularly during issues of non-compliance, authorisation under the Act is required.

KEY INFORMATION

It is requested that Council appoints the Municipal Emergency Management Co-ordinator Simon Howland, Senior Compliance Officer Doug Winckle, Environment Co-ordinator Travis Riches and Environmental Sustainability Officer Dora Novak as authorised officers under the Act due to the following:

- The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- Currently the above officers are acting under a broader Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989*.
- Previous legal advice has recommended that authorised officers be appointed by Council using an instrument to address specific authorisation provisions of section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of section 224 of the *Local Government Act 1989*.

The specific reasons for each of the nominated positions to be delegated under the Act are outlined below:

- The Senior Compliance Officer requires authorisation in order to enter land and undertake investigations into all aspects of breaches of the Act where Council is a nominated authority.
- The Environment Coordinator and Sustainability Officer require authorisations in order to enter land and undertake investigations into the illegal removal of vegetation.
- The Emergency Management Coordinator requires authorisation in order to enter land and undertake urgent assessments or assist in investigations relevant to fire prevention and planning applications

It is important to note that the broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989* must also be retained as it appoints the officers as authorised officers for the administration and enforcement of other acts.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The required authorisations for the officers to undertake planning and land use investigations as outlined in this report directly address the themes of the draft Council Plan: Our Prosperity, Our Places, Our Community and Our Leadership and Management.

ENVIRONMENTAL IMPLICATIONS

The required authorisation for the officers to undertake planning and land use investigations as outlined in this report serve to protect the wider environment in line with the requirements of the planning scheme and *Planning and Environment Act 1987*.

SOCIAL & CULTURAL IMPLICATIONS

The required authorisation for the officers to undertake planning and land use investigations as outlined in this report serve to protect places of noted social and cultural significance in line with the requirements of the planning scheme and *Planning and Environment Act 1987*.

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Not Applicable

7. IMPLEMENTATION STRATEGY

DETAILS

The attached Instruments of Appointment and Authorisation (*Planning and Environment Act 1987*) comes into force immediately upon its execution.

COMMUNICATION

Not Applicable

TIMELINE

The attached Instruments of Appointment and Authorisation (Planning and Environment Act 1987) comes into force immediately after the common seal of Council is affixed to the Instrument by the Chief Executive Officer.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument "officer" means –

SIMON HOWLAND

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 28 June 2017.

THE COMMON SEAL of Colac Otway Shire Council was hereunto affixed in accordance with Local Law No 4

.....
Chief Executive Officer

Dated



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument "officer" means –

DORA NOVAK

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 28 June 2017.

THE COMMON SEAL of Colac Otway Shire Council was hereunto affixed in accordance with Local Law No 4

.....
Chief Executive Officer

Dated



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument “**officer**” means –

TRAVIS RICHES

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 28 June 2017.

THE COMMON SEAL of Colac Otway Shire Council was hereunto affixed in accordance with Local Law No 4

.....
Chief Executive Officer

Dated



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument "officer" means –

DOUG WINCKLE

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 28 June 2017.

THE COMMON SEAL of Colac Otway Shire Council was hereunto affixed in accordance with Local Law No 4

.....
Chief Executive Officer

Dated

ORDINARY COUNCIL MEETING

CONFIRMATION OF MEETING DATE - ELECTION OF MAYOR AND DEPUTY MAYOR

OM172806-13

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Trevor Olsson
OFFICER	Sarah McKew	DEPARTMENT	Corporate Services
TRIM FILE	F16/6678	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To confirm the meeting date for the election of the Mayor and Deputy Mayor.		

1. LOCATION PLAN / AERIAL PHOTO

Not applicable

2. EXECUTIVE SUMMARY

On 9 November 2016, Council elected the Mayor and Deputy Mayor for a one year term. It is recommended that the Special Meeting to elect the Mayor and Deputy Mayor be held on Wednesday, 8 November 2017 at 6pm at COPACC, Colac.

3. RECOMMENDATION

That Council:

- confirms the date, time and location for the Colac Otway Shire Special Council Meeting as 8 November 2017, 6pm at COPACC, Colac.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Council holds "Special Meetings" for the purpose of transacting the business of the Council. Meetings are open to the public and the community is welcome to attend to observe their elected representatives consideration of issues.

Section 71(1) of the *Local Government Act 1989* provides that Councillors must elect a Councillor to be Mayor of the Council. Section 71(3) reads:

“The Mayor is to be elected –

- (a) after the fourth Saturday in October but not later than 30 November in each year; or*
- (b) as soon as possible after any vacancy in the office of Mayor occurs.”*

The Local Government Act is silent in regard to the appointment of the position of Deputy Mayor. Council’s Governance Local Law No. 4, Section 16 provides that Council may resolve to appoint a Deputy Mayor.

KEY INFORMATION

On 9 November 2016, Council elected the Mayor and Deputy Mayor for a one year term. It is recommended that the Special Meeting to elect the Mayor and Deputy Mayor be held on Wednesday 8 November at 6pm at COPACC, Colac.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform. Under the *Local Government Act 1989*, Council is required to give at least 7 days public notice of a Council meeting or a Special meeting unless there are urgent or extraordinary circumstances that prevent a Council from doing so.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Council has established a goal in its draft Council Plan of openness and accountability in decision making. Allowing the opportunity for members of the public to attend Council meetings supports this goal although must be balanced against maintaining a safe workplace where meeting finish times extend later into the evening.

ENVIRONMENTAL IMPLICATIONS

Not applicable

SOCIAL & CULTURAL IMPLICATIONS

Not applicable

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

Local Law No. 4 requires that Council fix the date and time of Council meetings.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

There are extra costs incurred for both staff participating in the meeting and venue hire staff where meeting end times extend beyond 6pm (Industrial Award span of hours). As an employer there are also Workplace Health and Safety obligations to manage fatigue including travel time for staff and Councillors.

7. IMPLEMENTATION STRATEGY

DETAILS

Council must establish a schedule of meetings for 2017.

COMMUNICATION

Once set, meeting dates will be added to the Colac Otway Shire website.

TIMELINE

New meeting dates will be published on the Colac Otway Shire website as soon as possible following Council's decision. Details will also be published in the Colac Herald and Apollo Bay News.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING
COUNCILLOR SUPPORT POLICY

OM172806-14

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Trevor Olsson
OFFICER	Sarah McKew	DEPARTMENT	Corporate Services
TRIM FILE	F16/6696	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Councillor Support Policy - reviewed May 2017 - tracked changes 2. Councillor Support Policy - Draft - June 2017 		
PURPOSE	To adopt the revised Councillor Support Policy		

1. LOCATION PLAN / AERIAL PHOTO

Not applicable

2. EXECUTIVE SUMMARY

Under the *Local Government Act 1989* (the Act), Councillors are entitled to resources and facilities, support and reimbursement of expenses related to their duties as a Councillor.

The Act requires Council to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council committees and sets out the minimum tool kit of resources and facilities for Councillors.

The Councillor Support Policy has been reviewed to update relevant sections relating to minimum requirements, current practice and relevant Policy.

3. RECOMMENDATION

That Council:

1. ***adopts the revised Councillor Support Policy No 18.5, June 2017.***

4. BACKGROUND / KEY INFORMATION

BACKGROUND

The policy was last reviewed and adopted in October 2014.

Under the *Local Government Act 1989* (the Act), Councillors are entitled to resources and facilities, support and reimbursement of expenses related to their duties as a Councillor.

The Act requires Council to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council committees and sets out the minimum tool kit of resources and facilities for Councillors.

The policy has been developed with reference to the Act and:

- Recognition and Support, the Victorian Government's Policy Statement on Local Government Mayoral and Councillor Allowances and Resources - April 2008 (Recognition and Support); and the
- Victorian Government's Information Guide on Mayor and Councillor Entitlements – Reimbursement of Expenses and Provision of Resources and Facilities Support for Victorian Mayors and Councillors November 2008.

There are a number of proposed changes to the policy following a review of policies from other Councils and updated legislation.

KEY INFORMATION

Proposed changes

The previous policy was adopted in October 2014. A review of that policy has been undertaken and an updated draft policy is attached.

The Policy has been updated to incorporate a new modern Policy template. The main changes in the body of the policy are:

Section 5:

- References and related documents reviewed and updated for accuracy

Section 7 & 8:

- Wording changes to represent the correct terminology for the Office of the CEO and email address for Governance.

Section 8:

- Addition of a paragraph to provide clarity of the costs associated with a partner accompanying a Councillor in travel related activities
- Removal of specific stationary items to provide a more general statement regarding stationary requirements
- Removal of specific protective clothing requirements to provide a more general statement regarding protective clothing requirements
- Review and update of Insurance section to provide better clarity and understanding

Section 9

- Update of terminology and information regarding technology requirements
- Update of terminology in relation to the contact point for issues regarding Council equipment
- Review and update of relevant Information Technology Policies

Section 10

- Addition of a paragraph to provide clarity of the costs associated with a partner accompanying a Councillor in conference activities
- Removal of requirement for Councillors to present a written report to Council following attendance at a conference or seminar to reflect current activities

Section 11:

- Review and rewording of paragraphs regarding claims

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Not applicable

ENVIRONMENTAL IMPLICATIONS

Not applicable

SOCIAL & CULTURAL IMPLICATIONS

Not applicable

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

Council must adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council Committees. Council must keep a copy of the policy adopted and maintained available for inspection at the office of the Council.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Not applicable

7. IMPLEMENTATION STRATEGY

DETAILS

Once adopted, the reviewed Councillor Support Policy will be implemented.

COMMUNICATION

All relevant stakeholders will be notified of the reviewed and updated Policy following adoption.

TIMELINE

Once adopted, the revised Councillor Support Policy will take immediate effect.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



Council Policy

COUNCILLOR SUPPORT

1. PURPOSE

To outline the resources, facilities and support available to Councillors to enable them to fulfil their responsibilities as elected members of the community. These include:

- Allowances paid to the Mayor and Councillors;
- Mayoral vehicle;
- The facilities, resources and support Council considers necessary or appropriate to provide support to Councillors in the performance of their duties as a Councillor; and
- The circumstances under which Council will make payment for –
 - professional development;
 - reimbursement of travel expenses; and
 - reimbursement of other expenses.

2. POLICY INTENT

Councillors will be provided with resources, support and access to facilities to assist them to fulfil their responsibilities as elected members of the community.

3. BACKGROUND

Under the *Local Government Act 1989* (the Act), Councillors are entitled to resources and facilities, support and reimbursement of expenses related to their duties as a Councillor.

The Act requires Council to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council committees and sets out the minimum tool kit of resources and facilities for Councillors.

This policy has been developed with reference to the Act and:

- Recognition and Support, the Victorian Government's policy statement on Local Government Mayoral and Councillor Allowances and Resources - April 2008 (Recognition and Support); and the



- Victorian Government’s Information Guide on Mayor and Councillor Entitlements – Reimbursement of Expenses and Provision of Resources and Facilities Support for Victorian Mayors and Councillors November 2008.

4. SCOPE

This policy applies to all Councillors.

5. REFERENCES AND RELATED DOCUMENTS

- Recognition and Support, the Victorian Government’s policy statement on Local Government Mayoral and Councillor Allowances and Resources - April 2008 (Recognition and Support); and the
- Victorian Government’s Information Guide on Mayor and Councillor Entitlements – Reimbursement of Expenses and Provision of Resources and Facilities Support for Victorian Mayors and Councillors November 2008.
- Colac Otway Shire Councillor Code of Conduct, adopted 1 February 2017
- Local Government Act 1989
- Information System and Security Practices and Procedures (SSPP) Operational Policy
- ~~Fixed and Mobile Telephone Policy~~
- Smart Phone and Tablet Usage Policy
- Smart Phone and Tablet Usage Guidelines

Comment [JW1]: Added to list of reference documents

Comment [SM2]: Added to list of reference documents

Comment [JW3]: Moved from the end of the document

6. APPLICATION

The provision of facilities, resources and support to Councillors and the expenses paid or reimbursed for Councillors will be made on an equitable basis.

Duties performed for the purposes of achieving the objectives of Council having regard to any relevant Act, Regulations, Ministerial Guidelines and Council policies, Councillors are entitled to access facilities, support and resources as described in this policy and the *Local Government Act 1989*. These include:

- Attending Ordinary and Special Council meetings, meetings of Committees of Council, formal briefing sessions and civic or ceremonial functions convened by the Council, the Mayor or the Chief Executive Officer.
- Attending meetings or workshops scheduled by the Council, the Mayor or the Chief Executive Officer.
- Participation in site inspections or meetings, or participating in delegations or deputations to which the Councillor has been duly appointed as a representative of Council.
- Attending a meeting or function as the nominated representative of Council or the Mayor.
- Attending meetings of community groups, organisations and statutory authorities to which the Councillor has been appointed Council delegate or the nominated representative of Council.
- Attendance at site inspections or meetings arranged by Council relevant to a matter which is, or is anticipated to be the subject of a decision of Council.
- Attending seminars, training or professional development courses as an attendee and/or speaker and which:
 - contribute to the development of personal and professional skills or knowledge of the Councillor which are necessary for the performance of the duties of a Councillor; and



- are consistent with Council's objectives; and
- will cover or present material with application/importance/relevant to current or future issues faced by the Council; and
- Are within the Councillors annual budget allocations for the provision for seminars and training.
- Attending conferences as an attendee and/or speaker as Council's nominated representative or delegate and which:
 - are consistent with Council's objectives; and
 - will cover or present material with application/importance/relevance to current or future issues faced by the Council; and
 - are within the Councillors annual budget allocations for the provision for conferences and seminars.

7. GUIDELINE

This policy is not intended to prescribe for every possible situation that may arise. Should a situation arise that is not adequately covered by this policy, the matter will be referred to the Chief Executive Officer for determination.

The fundamental test to be applied in determining whether or not a Councillor expense is appropriately incurred is whether the expenditure is necessary because it is supplemental or incidental to, or consequent on the exercise of Council duties.

- Expenses incurred by Councillors when acting in a private capacity will not be reimbursed or paid.
- Any costs incurred by a Councillor which are not covered specifically within this policy will not be met, unless the Councillor has received prior written authorisation from the Chief Executive Officer.
- Supporting evidentiary documentation will be required for all Councillor expense reimbursement and payments.
- Reference to the Chief Executive Officer throughout this policy will extend to his or her delegate.

8. COUNCILLOR ALLOWANCES AND REIMBURSEMENTS

MAYOR AND COUNCILLOR ALLOWANCE

Section 74 of the Act allows the Governor in Council to set allowances for the Mayor and Councillors.

The most recent Order in Council sets out specific annual Mayor and Councillor Allowances based on three categories of Council. Colac Otway [Shire](#) is known as a category 2 municipality therefore the range for a Mayor and Councillor allowance is limited to the category 2 range, plus the amount equivalent to the Superannuation Guarantee (currently 9.5%) where applicable.

- Council will increase allowances in accordance with any adjustment factor gazetted by the Minister for Local Government each year, as required under the Act.
- Mayor and Councillor Allowances will be paid 4 weekly in arrears and the allowances will be set following each municipal general election.



- Mayor and Councillors allowances are taxable income and Councillors should put in place their own processes for documenting claimable expenses. Any personal taxation implications from the receipt of allowances are the responsibility of individual Councillors.
- Colac Otway Shire Council most recently adopted policy to set allowances for the Mayor and Councillors at its Ordinary Council meeting held on 24 May 2017.

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MAYOR'S VEHICLE

A fully maintained vehicle will be provided to assist the Mayor to carry out his/her duties and for private use during the Mayoral term. In order to achieve an improved environmental outcome the Mayor's vehicle is to be no larger than a medium sized passenger vehicle with a fuel consumption for a petrol or diesel fuelled vehicle of not more than 8 litres/100 kilometres or an LPG vehicle (based on the official fuel rating).

The vehicle is to be operated and maintained in line with the Light Fleet Policy.

Where possible, vehicles should attain a minimum of 4 stars under ANCAP safety assessment criteria.

TRAVELLING EXPENSES

~~Wherever practicable~~ Where practical, Councillors are to use a Council pool car for travel involved in performing their duties. This is to be requested through the office of the CEO or by emailing governance@colacotway.vic.gov.au.
~~Executive Office.~~

Upon the completion and forwarding of a travelling Claim Form, travelling expenses will be paid to Councillors for out of pocket expenses related to:

- Council meetings and Council business related to Council meetings.
- Council functions.
- Attendance at a meeting of an external body to which a Councillor has been appointed by the Council.
- Other meetings, events or occasions as agreed in advance by the Mayor or Chief Executive Officer from time to time, or by resolution of the Council.

TRAVEL WITHIN VICTORIA OR INTERSTATE

When Councillors are travelling within Victoria or interstate they should use the mode of transport that is the most cost effective.

- Travel must be undertaken by the shortest practical route.
- Any time occupied in other than authorised Council business shall not be included in the calculation of any expenses to be paid.
- Where travel is by air the standard form of travel will be economy class.
- Claims will only be paid on the actual form of transport.

The allowance payable to Councillors for use of their own private vehicle on Council business shall be in accordance with the rates prescribed in the Victorian Local Authorities Interim Award as varied from time to time.



Any expenses from breach of road, traffic parking or other regulations or laws, will not be reimbursed by Council.

The costs of a partner accompanying a Councillor on a business trip (local, interstate or international) must be borne by the Councillor unless there is a bona fide business purpose or necessity for the presence of a partner.

REMOTE AREA TRAVEL ALLOWANCE

Where a Councillor (including a Mayor) normally resides more than 100 kilometres (round trip) by the shortest possible practicable road distance from the location or locations specified for the conduct of ordinary, special or committee meetings of the Council or any municipal or community functions which have been authorised by Council resolution for the Councillor to attend, he or she shall be entitled to be paid an additional allowance of \$40.00 per day, up to a maximum of \$5,000 per annum.

The Remote Area Travel Allowance is classified as Travel Allowance in the Annual Report.

REIMBURSEMENT OF CHILD CARE EXPENSES

Councillors incurring **bona-fide** child care expenses paid to:

- A recognised child care provider; or
- To a person who does not;
 - have a familial or like relationship with the Councillor;
 - reside either permanently or temporarily with the Councillor; or
 - have a relationship with the Councillor or his/her partner such that it would be inappropriate for Council to reimburse monies paid to the care provider;

will be reimbursed to a maximum of \$2,000 per year when the child care is necessary to allow the Councillor to attend:

- Council meetings and Council business related to Council meetings;
- Council functions; or
- Meetings arising as a result of a Councillor being appointed by the Council to an external body.

Child care payment or reimbursement claims should be submitted to the Office of the Chief Executive Officer and must be accompanied by a receipt from the care provider showing the date and time care was provided and other details nominating the reasons child care was necessary.

OTHER

STATIONERY

Councillors may access and use standard stationery held or obtained generally for the council's requirements, including paper, business cards, writing implements, diaries, writing pads/books, interview pads, computer discs, envelopes and the like.



Council stationery may only be used for carrying out duties as a Councillor.

PROTECTIVE CLOTHING

Where requested, Council will ~~provide~~ ~~lend the Councillors~~ protective clothing ~~to Councillors when~~ required to ~~assist in~~ carrying out the duties of office. ~~This clothing must be returned promptly upon the completion of the duty.~~

~~Protective clothing includes:~~

- ~~• wet weather pants and pullover~~
- ~~• gumboots~~
- ~~• winter jacket and/or hat.~~

LEGAL

Other than by specific Council resolution or in accordance with a Council policy, any legal expenses incurred by a Councillor shall be the responsibility of that Councillor.

MEALS/REFRESHMENTS

Where Council meetings are held at times that extend through normal meal times, Council will provide suitable meals. Councillors will be notified of meal arrangements for each meeting.

INSURANCE

Councillors are covered by the following Council Insurance Policies while discharging, ~~in good faith,~~ ~~their~~ duties of civic office ~~including attendance at meetings of external bodies as Council's representatives~~ ~~as a Councillor:~~

- Public Liability
- Professional Indemnity
- Councillors and Officer liability
- Personal Accident Insurance (accompanying partners also covered) (~~Workcover~~)

The Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

~~Councillors will not be covered for any deliberately fraudulent act or omission, or any wilful violation or breach of any law. Councillors must promptly advise the Chief Executive Officer of any matter which may give cause to a potential claim on Council.~~

MAIL

Council will post mail which has been generated by Councillors in performing their duties. (Any document written by a Councillor in performing their duties is a Council document and a record must be kept by the Council.) This will be coordinated through the ~~Office of the CEO, Executive Office.~~



OTHER EXPENDITURE

Any expenditure not specified above as expenditure for which a Councillor is entitled to be reimbursed or paid by Council shall be the responsibility of the Councillor, except where the Mayor and Chief Executive Officer agree otherwise.

9. COMMUNICATION AND EQUIPMENT EXPENSES

COMMUNICATIONS EQUIPMENT PROVIDED

As set out in section 2.3.2 of the Councillor Code of Conduct, immediately after being elected, Councillors shall be provided with appropriate communications equipment to ensure that they can adequately and efficiently perform their role as a Councillor, which as a minimum will include:

- A mobile phone (iPhone/iPhone-smartphone with email and calendar)
- iPad (tablet device) with Next-G4G internet-connection capability built in
- Access to a copier/printer
- A home ADSL-internet connection where next-G4G is unavailable
- Council email account
- Other equipment as agreed

The make, model and specifications of any communications equipment, the associated contracts or plans and the replacement of any communications equipment shall be at the discretion of the Chief Executive Officer or their delegate.

The above facilities remain the property of the Council and must be returned at the end of a Councillor's term of office.

Council will meet the purchase, installation, maintenance and service, connection and disconnection, subscription, rental and usage costs for all Council provided communications equipment.

Council will only meet the incidental costs of two next-G4G internet connections for each Councillor, except where additional, short term connections are required to facilitate travel or where the connection is necessary or appropriate for the purposes of achieving the objectives of Council.

Council may reimburse the purchase, installation, maintenance and service, connection, subscription, rental and usage expenses for equivalent equipment not provided by Council.

Councillors will only be reimbursed for such expenses where the purchase, installation, maintenance, service, connection, subscription, rental or usage has been approved in advance by the Chief Executive Officer.



Council may reimburse an amount less than the amount claimed, where the actual expense incurred is considered unreasonable, taking into account the estimated costs of using equivalent communications equipment provided by Council.

Council provided communications equipment is to be used for Council related business activities however it is acknowledged that, on occasion, limited personal use may be made of communications equipment.

Councillors will be regularly provided with mobile phone usage accounts and are required to sign a statement on each account, confirming:

- The value or amount of business use; and
- The value or amount of reasonable personal use.

Councillors are required to reimburse Council for the cost of their personal use of the equipment.

Council will review Councillors communication equipment and will update equipment at:

- The commencement of each electoral term;
- Any stage during the electoral term where Council believes an update is appropriate.

USE OF COUNCIL EQUIPMENT

Use of Council provided equipment is for Councillors use only.

The information technology platform provided for Councillors is based on Colac Otway Council licensed software and to assist the efficiency of the information technology no additional software is to be loaded onto Council provided hardware without the consent of the Chief Executive Officer.

Councillors have the responsibility to protect the equipment directly under their control.

Anti-virus protection and detection software is installed on Council communications equipment. Any suspected virus activity should be reported to the [Office of the CEO Manager Information Services](#).

Councillors are required to contact the [Office of the CEO Manager Information Services](#) directly to report any damage or malfunction of any equipment.

COMPLIANCE WITH IT POLICIES

Councillors are to comply with [section 2.3, Emails and Telecommunications Equipment of the Councillor Code of Conduct](#) and with the following Council policies:

- Information System and Security [Practices and Procedures \(SSPP\) Operational Policy](#)



10. CONFERENCES AND SEMINARS

Councillors are encouraged to attend conferences and seminars relevant to their role, to enhance their personal skills and knowledge.

Partners may accompany Councillors to conferences where the presence of a partner is necessary to support the business or representational needs of Council. Where it is deemed appropriate for partner' attendance Council will cover the cost of the partner's registration/entrance fee.

As part of the annual budget process an amount will be allocated for the attendance of Councillors at conferences and seminars and to participate in training.

All expenditure by Council on Councillor attendance at conferences, training sessions, seminars, trade delegations etc. will be assessed against the following criteria:

- Applicability of conference material to current or like future Shire issues.
- The importance of the event in terms of its provision of:
 - relevant and necessary training;
 - key information;
 - economic development opportunities;
 - networking opportunities.

Councillors sponsored by the Council to attend conferences and seminars shall have all reasonable expenses for travelling, transport, accommodation, registration fees, meals and out of pocket expenses relating to the conference/seminar reimbursement or paid on their behalf.

Councillors must obtain approval from both the Mayor and Chief Executive Officer or alternatively the full Council:

- to attend such conference/seminar where expenses are likely to be claimed; or
- to use a Council vehicle for transport to or from such function.

Note: the MAV Conference is to be automatically approved for attendance.



Any expenditure greater than \$600 (including registration, travel and accommodation) for a Councillor to attend a conference, seminar, training session, trade delegation, friendship visit etc. must be approved by Council. Approval is dependent upon the cost being within budget and being consistent with Council's goals and strategies.

Council may agree to a set contribution towards a Councillor's cost to attend a conference or seminar rather than the full costs in certain circumstances eg. if the costs are high or the benefits not significant to Council.

When attending approved conferences/seminars Councillors must:

- keep log of all related receipts;
- arrange with the Finance Unit for conference/seminar costs to be prepaid if required;
- complete an Interstate and Overseas Travel approval form (Councillor and Staff) for any interstate or overseas travel.

Expenses for Councillors wishing to make their own arrangements for transport or accommodation will be reimbursed as determined by the Chief Executive Officer.

To maximise the benefit derived from attending conferences and seminars, Councillors are required to present a written report to a Council meeting on the outcomes of the conference or seminar, unless the seminar was attended by the majority of Colac Otway Shire Councillors. The report is to be provided within 2 months of attendance.

11. SUBMISSION OF A CLAIM FOR REIMBURSEMENT

~~ALL CLAIMS:~~

~~All claims~~ are to be submitted on the prescribed form, authorised by the CEO and forwarded to the Finance Unit.

~~All claims~~ should be accompanied by fully accredited receipts/tax invoices for any expenses claimed. If receipts cannot be produced, Councillors may be required to provide a statutory declaration.

~~All claims~~ Claims must include sufficient detail to demonstrate, in accordance with the Act, that the expense for which reimbursement is claimed is a reasonable bona fide out-of-pocket expense incurred while performing the duties of a Councillor.

TIMEFRAME FOR SUBMISSION OF CLAIMS

All claims for allowances or reimbursements including travelling shall be made on a monthly basis. This is to ensure transparency and accountability.

Claims for reimbursement of claims for the months of July to May shall be submitted by the close of business of the last business day of the following month.

Claims for reimbursement of expenses during the month of June shall be submitted within 7 working days of the end of the financial year.



It is the responsibility of Councillors to ensure that claims for reimbursement occur within the stated timelines. Where the timelines are not met, information will be provided to the Mayor and Chief Executive Officer for consideration as to the payment of the claim.

EXCLUSIONS

Any expenses arising from a breach of road, traffic, parking or other regulations or laws, including Council Local Laws will not be reimbursed or funded in any way by Council.

If a councillor chooses not to claim a particular expense, this cannot be offset against a claim for any additional amount associated with another expense.

Claims for expenses other than those included in these guidelines will not be reimbursed, except in exceptional circumstances and after Council has resolved that the claim is reasonable and should be reimbursed.

12. REPORTING

The Annual Report shall include the amount paid or attributed to a Councillor and include (but are not limited to) allowances, travel allowances and use of motor vehicle.

The Annual Report shall include a table detailing what equipment is provided to each Councillor.

RELATED LEGISLATION AND DOCUMENTATION

13. IMPLEMENTATION AND REVIEW

This policy will be implemented by Council and will be reviewed on an annual basis or as required.

14. FILE MANAGEMENT

Policy owner	Mark Lyons Trevor Olsson	Division	Corporate Services
Adopted by Council	28 March 2007 28 June 2017	Policy Number	18.5
File Number		Review date	26 April 2017



Council Policy

COUNCILLOR SUPPORT

1. PURPOSE

To outline the resources, facilities and support available to Councillors to enable them to fulfil their responsibilities as elected members of the community. These include:

- Allowances paid to the Mayor and Councillors;
- Mayoral vehicle;
- The facilities, resources and support Council considers necessary or appropriate to provide support to Councillors in the performance of their duties as a Councillor; and
- The circumstances under which Council will make payment for –
 - professional development;
 - reimbursement of travel expenses; and
 - reimbursement of other expenses.

2. POLICY INTENT

Councillors will be provided with resources, support and access to facilities to assist them to fulfil their responsibilities as elected members of the community.

3. BACKGROUND

Under the *Local Government Act 1989* (the Act), Councillors are entitled to resources and facilities, support and reimbursement of expenses related to their duties as a Councillor.

The Act requires Council to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council committees and sets out the minimum tool kit of resources and facilities for Councillors.

This policy has been developed with reference to the Act and:

- Recognition and Support, the Victorian Government's policy statement on Local Government Mayoral and Councillor Allowances and Resources - April 2008 (Recognition and Support); and the



- Victorian Government's Information Guide on Mayor and Councillor Entitlements – Reimbursement of Expenses and Provision of Resources and Facilities Support for Victorian Mayors and Councillors November 2008.

4. SCOPE

This policy applies to all Councillors.

5. REFERENCES AND RELATED DOCUMENTS

- Recognition and Support, the Victorian Government's policy statement on Local Government Mayoral and Councillor Allowances and Resources - April 2008 (Recognition and Support); and the
- Victorian Government's Information Guide on Mayor and Councillor Entitlements – Reimbursement of Expenses and Provision of Resources and Facilities Support for Victorian Mayors and Councillors November 2008.
- Colac Otway Shire Councillor Code of Conduct, adopted 1 February 2017
- Local Government Act 1989
- Information System and Security Policy
- Smart Phone and Tablet Usage Policy
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6. APPLICATION

The provision of facilities, resources and support to Councillors and the expenses paid or reimbursed for Councillors will be made on an equitable basis.

Duties performed for the purposes of achieving the objectives of Council having regard to any relevant Act, Regulations, Ministerial Guidelines and Council policies, Councillors are entitled to access facilities, support and resources as described in this policy and the *Local Government Act 1989*. These include:

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- Attending meetings or workshops scheduled by the Council, the Mayor or the Chief Executive Officer.
- Participation in site inspections or meetings, or participating in delegations or deputations to which the Councillor has been duly appointed as a representative of Council.
- Attending a meeting or function as the nominated representative of Council or the Mayor.
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- Attending seminars, training or professional development courses as an attendee and/or speaker and which:
 - contribute to the development of personal and professional skills or knowledge of the Councillor which are necessary for the performance of the duties of a Councillor; and



- are consistent with Council's objectives; and
- will cover or present material with application/importance/relevant to current or future issues faced by the Council; and
- Are within the Councillors annual budget allocations for the provision for seminars and training.
- Attending conferences as an attendee and/or speaker as Council's nominated representative or delegate and which:
 - are consistent with Council's objectives; and
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The fundamental test to be applied in determining whether or not a Councillor expense is appropriately incurred is whether the expenditure is necessary because it is supplemental or incidental to, or consequent on the exercise of Council duties.

- Expenses incurred by Councillors when acting in a private capacity will not be reimbursed or paid.
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MAYOR AND COUNCILLOR ALLOWANCE

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The most recent Order in Council sets out specific annual Mayor and Councillor Allowances based on three categories of Council. Colac Otway Shire is known as a category 2 municipality therefore the range for a Mayor and Councillor allowance is limited to the category 2 range, plus the amount equivalent to the Superannuation Guarantee (currently 9.5%) where applicable.

- Council will increase allowances in accordance with any adjustment factor gazetted by the Minister for Local Government each year, as required under the Act.
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Colac Otway Shire Council most recently adopted policy to set allowances for the Mayor and Councillors at its Ordinary Council meeting held on 24 May 2017.

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A fully maintained vehicle will be provided to assist the Mayor to carry out his/her duties and for private use during the Mayoral term. In order to achieve an improved environmental outcome the Mayor's vehicle is to be no larger than a medium sized passenger vehicle with a fuel consumption for a petrol or diesel fuelled vehicle of not more than 8 litres/100 kilometres or an LPG vehicle (based on the official fuel rating).

The vehicle is to be operated and maintained in line with the Light Fleet Policy.

Where possible, vehicles should attain a minimum of 4 stars under ANCAP safety assessment criteria.

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Where practical, Councillors are to use a Council pool car for travel involved in performing their duties. This is to be requested through the office of the CEO or by emailing governance@colacotway.vic.gov.au.

Upon the completion and forwarding of a travelling Claim Form, travel expenses will be paid to Councillors for out of pocket expenses related to:

- Council meetings and Council business related to Council meetings.
- Council functions.
- Attendance at a meeting of an external body to which a Councillor has been appointed by the Council.
- Other meetings, events or occasions as agreed in advance by the Mayor or Chief Executive Officer from time to time, or by resolution of the Council.

TRAVEL WITHIN VICTORIA OR INTERSTATE

When Councillors are travelling within Victoria or interstate they should use the mode of transport that is the most cost effective.

- Travel must be undertaken by the shortest practical route.
- Any time other than authorised Council business shall not be included in the calculation of any expenses to be paid.
- Where travel is by air the standard form of travel will be economy class.
- Claims will only be paid on the actual form of transport.

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Any expenses from breach of road, traffic parking or other regulations or laws, will not be reimbursed by Council.



The costs of a partner accompanying a Councillor on a business trip (local, interstate or international) must be borne by the Councillor unless there is a bona fide business purpose or necessity for the presence of a partner.

REMOTE AREA TRAVEL ALLOWANCE

Where a Councillor (including a Mayor) normally resides more than 100 kilometres (round trip) by the shortest possible practicable road distance from the location or locations specified for the conduct of ordinary, special or committee meetings of the Council or any municipal or community functions which have been authorised by Council resolution for the Councillor to attend, he or she shall be entitled to be paid an additional allowance of \$40.00 per day, up to a maximum of \$5,000 per annum.

The Remote Area Travel Allowance is classified as Travel Allowance in the Annual Report.

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Councillors incurring child care expenses paid to:

- A recognised child care provider; or
- To a person who does not;
 - have a familial or like relationship with the Councillor;
 - reside either permanently or temporarily with the Councillor; or
 - have a relationship with the Councillor or his/her partner such that it would be inappropriate for Council to reimburse monies paid to the care provider;

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- Meetings arising as a result of a Councillor being appointed by the Council to an external body.

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STATIONERY

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Where requested, Council will provide protective clothing to Councillors when required to carry out the duties of office.

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MEALS/REFRESHMENTS

Where Council meetings are held at times that extend through normal meal times, Council will provide suitable meals. Councillors will be notified of meal arrangements for each meeting.

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Councillors are covered by the following Council Insurance Policies while discharging their duties as a Councillor:

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The Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

Councillors will not be covered for any deliberately fraudulent act or omission, or any wilful violation or breach of any law. Councillors must promptly advise the Chief Executive Officer of any matter which may give cause to a potential claim on Council.

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Council will post mail which has been generated by Councillors in performing their duties. (Any document written by a Councillor in performing their duties is a Council document and a record must be kept by the Council.) This will be coordinated through the Office of the CEO.

OTHER EXPENDITURE

Any expenditure not specified above as expenditure for which a Councillor is entitled to be reimbursed or paid by Council shall be the responsibility of the Councillor, except where the Mayor and Chief Executive Office agree otherwise.



9. COMMUNICATION AND EQUIPMENT EXPENSES

COMMUNICATIONS EQUIPMENT PROVIDED

As set out in section 2.3.2 of the Councillor Code of Conduct, immediately after being elected, Councillors shall be provided with appropriate communications equipment to ensure that they can adequately and efficiently perform their role as a Councillor, which as a minimum will include:

- A mobile phone (smartphone with email and calendar)
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- Access to a copier/printer
- A home internet connection where 4G is unavailable
- Council email account
- Other equipment as agreed

The make, model and specifications of any communications equipment, the associated contracts or plans and the replacement of any communications equipment shall be at the discretion of the Chief Executive Officer or their delegate.

The above facilities remain the property of the Council and must be returned at the end of a Councillor's term of office.

Council will meet the purchase, installation, maintenance and service, connection and disconnection, subscription, rental and usage costs for all Council provided communications equipment.

Council will only meet the incidental costs of two 4G internet connections for each Councillor, except where additional, short term connections are required to facilitate travel or where the connection is necessary or appropriate for the purposes of achieving the objectives of Council.

Council may reimburse the purchase, installation, maintenance and service, connection, subscription, rental and usage expenses for equivalent equipment not provided by Council.

Councillors will only be reimbursed for such expenses where the purchase, installation, maintenance, service, connection, subscription, rental or usage has been approved in advance by the Chief Executive Officer.

Council may reimburse an amount less than the amount claimed, where the actual expense incurred is considered unreasonable, taking into account the estimated costs of using equivalent communications equipment provided by Council.

Council provided communications equipment is to be used for Council related business activities however it is acknowledged that, on occasion, limited personal use may be made of communications equipment.

Councillors will be regularly provided with mobile phone usage accounts and are required to sign a statement on each account, confirming:

- The value or amount of business use; and
- The value or amount of reasonable personal use.



Councillors are required to reimburse Council for the cost of their personal use of the equipment.

Council will review Councillors communication equipment and will update equipment at:

- The commencement of each electoral term;
- Any stage during the electoral term where Council believes an update is appropriate.

USE OF COUNCIL EQUIPMENT

Use of Council provided equipment is for Councillors use only.

The information technology platform provided for Councillors is based on Colac Otway Council licensed software and to assist the efficiency of the information technology no additional software is to be loaded onto Council provided hardware without the consent of the Chief Executive Officer.

Councillors have the responsibility to protect the equipment directly under their control.

Anti-virus protection and detection software is installed on Council communications equipment. Any suspected virus activity should be reported to the Office of the CEO.

Councillors are required to contact the Office of the CEO to report any damage or malfunction of any equipment.

COMPLIANCE WITH IT POLICIES

Councillors are to comply with section 2.3. Emails and Telecommunications Equipment of the Councillor Code of Conduct and with the following Council policies:

- Information System and Security Policy
- Information Management Policy
- Smart Phone and Tablet Usage Policy
- Smart Phone and Table Usage Guidelines

10. CONFERENCES AND SEMINARS

Councillors are encouraged to attend conferences and seminars relevant to their role, to enhance their personal skills and knowledge.

Partners may accompany Councillors to conferences where the presence of a partner is necessary to support the business or representational needs of Council. Where it is deemed appropriate for partner' attendance Council will cover the cost of the partner's registration/entrance fee.

As part of the annual budget process an amount will be allocated for the attendance of Councillors at conferences and seminars and to participate in training.

All expenditure by Council on Councillor attendance at conferences, training sessions, seminars, trade delegations etc. will be assessed against the following criteria:



- Applicability of conference material to current or like future Shire issues.
- The importance of the event in terms of its provision of:
 - relevant and necessary training;
 - key information;
 - economic development opportunities;
 - networking opportunities.

Councillors sponsored by the Council to attend conferences and seminars shall have all reasonable expenses for travelling, transport, accommodation, registration fees, meals and out of pocket expenses relating to the conference/seminar reimbursement or paid on their behalf.

Councillors must obtain approval from both the Mayor and Chief Executive Officer or alternatively the full Council:

- to attend such conference/seminar where expenses are likely to be claimed; or
- to use a Council vehicle for transport to or from such function.

Note: the MAV Conference is to be automatically approved for attendance.

Any expenditure greater than \$600 (including registration, travel and accommodation) for a Councillor to attend a conference, seminar, training session, trade delegation, friendship visit etc. must be approved by Council. Approval is dependent upon the cost being within budget and being consistent with Council's goals and strategies.

Council may agree to a set contribution towards a Councillor's cost to attend a conference or seminar rather than the full costs in certain circumstances eg. if the costs are high or the benefits not significant to Council.

When attending approved conferences/seminars Councillors must:

- keep all related receipts;
- arrange with the Finance Unit for conference/seminar costs to be prepaid if required;
- complete an Interstate and Overseas Travel approval form (Councillor and Staff) for any interstate or overseas travel.

Expenses for Councillors wishing to make their own arrangements for transport or accommodation will be reimbursed as determined by the Chief Executive Officer.

11. SUBMISSION OF A CLAIM FOR REIMBURSEMENT

All claims are to be submitted on the prescribed form, authorised by the CEO and forwarded to the Finance Unit.

All claims should be accompanied by fully accredited receipts/tax invoices for any expenses claimed. If receipts cannot be produced, Councillors may be required to provide a statutory declaration.

All claims must include sufficient detail to demonstrate, in accordance with the Act, that the expense for which reimbursement is claimed is a reasonable bona fide out-of-pocket expense incurred while performing the duties of a Councillor.



TIMEFRAME FOR SUBMISSION OF CLAIMS

All claims for allowances or reimbursements including travelling shall be made on a monthly basis. This is to ensure transparency and accountability.

Claims for reimbursement of claims for the months of July to May shall be submitted by the close of business of the last business day of the following month.

Claims for reimbursement of expenses during the month of June shall be submitted within 7 working days of the end of the financial year.

It is the responsibility of Councillors to ensure that claims for reimbursement occur within the stated timelines. Where the timelines are not met, information will be provided to the Mayor and Chief Executive Officer for consideration as to the payment of the claim.

EXCLUSIONS

Any expenses arising from a breach of road, traffic, parking or other regulations or laws, including Council Local Laws will not be reimbursed or funded in any way by Council.

If a councillor chooses not to claim a particular expense, this cannot be offset against a claim for any additional amount associated with another expense.

Claims for expenses other than those included in these guidelines will not be reimbursed, except in exceptional circumstances and after Council has resolved that the claim is reasonable and should be reimbursed.

12. REPORTING

The Annual Report shall include the amount paid or attributed to a Councillor and include (but are not limited to) allowances, travel allowances and use of motor vehicle.

The Annual Report shall include a table detailing what equipment is provided to each Councillor.

13. IMPLEMENTATION AND REVIEW

This policy will be implemented by Council and will be reviewed on an annual basis or as required.

14. FILE MANAGEMENT

Policy owner	Trevor Olsson	Division	Corporate Services
Adopted by Council	28 June 2017	Policy Number	18.5
File Number		Review date	26 April 2017

ORDINARY COUNCIL MEETING
FORMER LIBRARY ANNEXE BUILDING

OM172806-15

LOCATION / ADDRESS	Gellibrand Street, Colac	GENERAL MANAGER	Trevor Olsson
OFFICER	Michael Swanson	DEPARTMENT	Corporate Services
TRIM FILE	F16/6678	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To resolve the use of the former library annexe space		

1. LOCATION PLAN / AERIAL PHOTO



Size of library annexe – 83 sqm

2. EXECUTIVE SUMMARY

This report recommends that the former library annexe space be utilised for Council purposes.

3. RECOMMENDATION

That Council:

- 1. Approves the ongoing use of annexe for Council meeting space, including Council briefings.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Following the construction of the Colac Community Library and Learning Centre (CCLLC) in 2010, the former library building in Gellibrand Street accommodated the library annexe.

At its December 2015 meeting, Council resolved to close annexe in accordance with the following resolution:

“That Council:

1. *Notes the 2015 Colac Library Annexe report.*
2. *Notes the receipt of 17 submissions, including one petition, during the public comment period open from the 2 October, 2015 to 13 November, 2015.*
3. *Discontinues the provision of the Library Annexe facility from 1 July 2016.*
4. *Undertakes the following:*
 - (a) *Recommended outlays prior to 30 June 2016:*
 - *Improved signage at the CCLLC*
 - *Contribution to furnishing a reading room at the CCLLC*
 - *Central Returns Chute and installation of ‘smart technology’ at Rae Street Offices*
 - *Bus Shelter and signage at Queen Street Stop*
 - *Placement of plaque on the exterior of the old library building.*
 - (b) *Actions from 1 July 2016 (no additional cost to Council):*
 - *Relocation of computers from the Annexe to the CCLLC*
 - *Relocation of the newspaper rack from the Annexe to COPACC*
 - (c) *Consideration for 2016/17 Budget process:*
 - *Wi-Fi at COPACC*
5. *Notes that any savings from the closure of the Library Annexe be captured as savings as part of the 2016-2017 Budget and that these savings will not be distributed in any predetermined way.*
6. *Writes to the Corangamite Regional Library Corporation, Colac Secondary College and the Joint Committee of the CCLLC advising them of Council’s decision to close the Colac Library Annexe from 1 July 2016 and the proposed actions with respect to enhancements.*
7. *Council will make a separate decision about the use of the Library Annexe space in response to a future Council report dealt with in an open Council meeting. This will be a collective decision of Councillors not Council Management. Until that occurs, the Chief Executive Officer is to ensure that the space currently occupied by the Library Annexe is not used as office accommodation for Council staff.”*

In addition, at its February 2016 meeting Council resolved to:

1. *“Support the use of the building space currently occupied by the Library Annexe as temporary office accommodation for the Victorian Electoral Commission specifically for the conduct of the 2016 Local Government Elections.*
2. *In agreeing to allow the Victorian Electoral Commission to temporarily use the Library Annexe space for conducting the 2016 Local Government election, Council notes that the Council Chief Executive officer must still comply with the requirement in resolution OM151612-2 to:*
 - a) *Bring a report to Council to be dealt with in open Council meeting regarding the future use of the Library Annexe space, and*
 - b) *Until that occurs, to ensure that the space currently occupied by the Library Annexe is not used as office accommodation for Council staff.”*

KEY INFORMATION

The implementation of the Council resolution regarding the transition to the Queen Street library premises and the closure of the annexe has occurred. The space is vacant although it is noted that the space was successfully occupied by the Victorian Electoral Commission during the period leading up to the 2016 Council elections.

As part of the organisations ongoing efforts to respond to the significant financial pressures Council faces, officers are continually reviewing our operations to identify savings where possible.

Currently Council uses COPACC meeting rooms extensively every day of the week for a range of matters. This includes Council briefings all day most Wednesdays. There is opportunity to use the annexe for most Council activities and in turn, save costs incurred through COPACC venue hire. This would have the additional benefit of increasing opportunities for COPACC to increase their external offer, reduce organisational operating costs and importantly, provide increased access to COPACC for the local community. COPACC on occasion have declined half and full day external bookings of the centre due to lack of availability caused by Council use.

It is not proposed to use the annexe for Council Meetings and Planning Meetings.

Financial considerations

Currently council spends at least \$20,000 per year on venue hire for COPACC (not including Council meetings). It is important to note that this is an internal transaction. Venue hire of COPACC for Council use is at a reduced rate. Use of the annexe for internal meetings and Council briefings would save hire fees in turn reducing the organisations operational costs.

Reducing the council usage of COPACC also creates new business opportunities for COPACC with greater flexibility for whole of venue hire and increased hire rates for commercial access. It provides an opportunity for COPACC to receive external revenue rather than an internal transaction from one area of the organisation to another.

The cost to update the annexe space is modest - \$10,000 for carpets, painting and furniture and this can be accommodated in the operating budget. Maintenance of the space can be accommodated by Councils current cleaning contract arrangements.

Other considerations

Reduced use of COPACC by Council and Council staff would allow greater access to the facility by community groups and commercial operators as our usage impacts flexibility. The annexe meets building requirements, has suitable facilities and requires only minor upgrades to allow it to be used by staff and councilors. This would allow Council to be more flexible when needing to amend meeting times as any changes would not impact on community or commercial bookings or meetings.

In assessing the use of the annexe the analysis also considered other meeting spaces that are available that Council could use. Council currently has four meeting rooms including two small meeting rooms that fit four to five people and two that fit eight to nine people. Other sites are currently also used. This includes the Colac Community Library and Learning Centre which incurs little or no cost. Whilst acceptable on an adhoc basis, it is not an appropriate permanent outcome and presents disadvantages in terms of access, convenience and time.

There has been little interest from the community for use of the annexe. A specific process to explore this has not occurred given that allocating the space for external use on a permanent basis would add costs to Councils operating budget which is contrary to the objective of this work which is to save costs and improve opportunities for COPACC. However as with all Council meeting rooms from time to time the community would be able to be accommodated.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The annexe has not been used since its closure other than for the Victorian Electoral Commission leading into the recent Council elections. No community consultation or engagement is proposed or recommended.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Not applicable

ENVIRONMENTAL IMPLICATIONS

Not applicable

SOCIAL & CULTURAL IMPLICATIONS

Not applicable

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

Not applicable

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Council would realise an operational saving of at least \$20,000 per year. COPACC would also increase income (further decreasing Council costs).

The cost to update the annexe is approximately \$10,000 to be met within the operating budget.

7. IMPLEMENTATION STRATEGY

DETAILS

Immediately following this decision, work will commence.

COMMUNICATION

Not applicable

TIMELINE

Implementation will commence immediately after the Council resolution.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING
ASSEMBLY OF COUNCILLORS

OM172806-16

LOCATION / ADDRESS	Whole of Municipality	GENERAL MANAGER	Trevor Olsson
OFFICER	Sarah McKew	DEPARTMENT	Corporate Services
TRIM FILE	F16/6678	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Assembly of Councillors - Councillor Briefing - 17 May 2017 2. Assembly of Councillors - Councillor Briefing - 24 May 2017 3. Assembly of Councillors - Councillor Briefing - 7 June 2017 4. Assembly of Councillors - Councillor Briefing - 14 June 2017 		
PURPOSE	To note the Assemblies of Councillors		

1. LOCATION PLAN / AERIAL PHOTO

Not applicable

2. EXECUTIVE SUMMARY

The *Local Government Act 1989* requires that records of meetings which constitute an Assembly of Councillors be tabled at the next practicable meeting of Council and incorporated in the minutes of the Council meeting. All relevant meetings have been recorded, documented and will be kept by Council for 4 years. The attached documents provide details of those meetings held that are defined as an Assembly of Councillors.

3. RECOMMENDATION

That Council notes the Assembly of Councillors reports for:

- *Councillor Briefing* **17 May 2017**
- *Councillor Briefing* **24 May 2017**
- *Councillor Briefing* **7 June 2017**
- *Councillor Briefing* **14 June 2017**

4. BACKGROUND / KEY INFORMATION

ASSEMBLY OF COUNCILLORS

The *Local Government Act 1989* S.3 (1) defines an 'Assembly of Councillors' as:

A meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers or is likely to be:

- the subject of a decision of the Council or
- subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee.

The *Local Government Act 1989* S.3 (1) defines an Advisory Committee as:

Any committee established by the Council, other than a special committee, that provides advice to:

- the Council; or
- a Special committee; or
- a member of Council staff who has been delegated a power, duty or function of the Council under S. 98 (Delegations).

Council Agenda

An agenda item is required to note the Assembly of Councillors.

It is a requirement that the written record of any Assembly of Councillors must be (as soon as practicable):

- reported at an ordinary meeting of the Council; and
- incorporated in the minutes of that Council meeting.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The *Local Government Act 1989* requires that records of meetings which constitute an Assembly of Councillors be tabled at the next practicable meeting of Council and incorporated into the minutes of the Council meeting.

ISSUES / OPTIONS

Not all gatherings or meetings at which Councillors are present will constitute assemblies of Councillors. For a meeting to be an assembly of Councillors it **MUST** be one of the two types of meetings described above.

ENVIRONMENTAL IMPLICATIONS

Not applicable

SOCIAL & CULTURAL IMPLICATIONS

Not applicable

ECONOMIC IMPLICATIONS

Not applicable

LEGAL & RISK IMPLICATIONS

The inclusion of the Assembly of Councillors report meets the compliance requirements of the *Local Government Act 1989*:

Section 80 A – requirements for an assembly of Councillors;
Section 3 (1) – definition of an ‘advisory committee’ and ‘assembly of Councillors’.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Nil

7. IMPLEMENTATION STRATEGY

DETAILS

The following assemblies of Councillors have been held and are attached to this report for noting:

- Councillor Briefing 17 May 2017
- Councillor Briefing 24 May 2017
- Councillor Briefing 7 June 2017
- Councillor Briefing 14 June 2017

COMMUNICATION

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform. This is achieved by including documentation and notification of the Assembly of Councillors that have occurred to the public at the Ordinary Council meeting.

TIMELINE

All meetings that are defined as an Assembly of Councillors will be recorded, documented and kept by Council for 4 years. They will be reported to the next practicable Ordinary meeting of Council.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



Councillor Briefing

Briefing Room

Wednesday, 17 May 2017

2.00pm

Assembly of Councillors

INVITEES: Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith			
ATTENDEES: Cr Schram, Cr McCracken, Cr Hanson, Cr Potter, Cr Hart, Sue Wilkinson, Trevor Olsson, Jenny Wood, Sarah McKew, Andrew Kavanagh, Tony McGann, Gareth Smith, Jonathan Brett, Vige Satkunarajah, Clare Malone, Daniel Fogarty, Ian Seuren, Jeremy Rudd			
EXTERNAL ATTENDEES:			
APOLOGIES: Cr Woodcroft			
ABSENT: Cr Smith			
Meeting commenced at 2.15pm			
Declaration of Interest	Item	Reason	
Cr Schram	Left the meeting at 5.17pm and did not return	Colac to Cororooke Shared Path Proposal	Indirect interest - relatives own land adjoining the proposed walking track.
2.15pm – 3.20pm	Procurement - Local and Social Purchasing		Jenny Wood Andrew Kavanagh Sarah McKew
3.20pm – 3.45pm	Forrest Wastewater Management		Vige Satkunarajah Jonathon Brett
3.45pm – 4.00pm	Break		



Councillor Briefing – 17 May 2017



4.00pm – 4.25pm	Wye River / Separation Creek Update	Clare Malone
4.25pm – 4.40pm	General Business <ul style="list-style-type: none"> • Great Ocean Road Marathon 	
4.40pm – 4.55pm	Council Plan & Budget Consultation Update - Verbal	Daniel Fogarty
4.55pm – 5.00pm	General Business <ul style="list-style-type: none"> • Proposed annual valuations changes 	
5.00pm – 5.15pm	Former Library Annexe Building	
5.15pm – 5.17pm	Break	
5.17pm – 5.20pm	Colac to Cororooke Shared Path Proposal Having declared a conflict of interest, Cr Schram left the meeting at 5.17pm and did not return	Ian Seuren
5.20pm – 5.50pm	General Business <ul style="list-style-type: none"> • Mooleric Quarry • Library Corporations • Bluewater 	
5.50pm	Meeting closed	

Councillor Briefing – 17 May 2017





Councillor Briefing
 Meeting Room 2, COPACC
 Wednesday, 24 May 2017

2.00pm

Assembly of Councillors

INVITEES: Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith			
ATTENDEES: Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith, Nicole Frampton, Daniel Fogarty, Sarah McKew, Jenny Wood			
EXTERNAL ATTENDEES: Nil			
APOLOGIES: Nil			
ABSENT: Cr Smith			
	Declaration of Interest	Item	Reason
Left the meeting at 2.15pm; returned at 2.25pm	Cr Schram	Item 2 (OM172405-2) Joint Letter Response – Colac to Cororooke Shared Path Proposal	Indirect interest - relatives own land adjoining the proposed walking track.
Councillor Briefing			
2.00pm	Council Meeting Preparation Cr Schram left the meeting at 2.15pm; returned at 2.25pm Cr Hart left the meeting at 3.20pm; returned at 3.24pm Cr McCracken left the meeting at 3.29pm; returned at 3.30pm Cr Potter left the meeting at 3.33pm; returned at 3.34pm Cr Woodcroft left the meeting at 3.47pm; returned at 3.48pm		Nicole Frampton Daniel Fogarty
4.08pm	Meeting closed		

Councillor Briefing – 24 May 2017





Councillor Briefing
 Briefing Room, COPACC
 Wednesday, 7 June 2017

1.30pm

Assembly of Councillors

INVITEES: Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith			
ATTENDEES: Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith, Emma Clark, Gary Warrener, Katrina Kehoe, Ian Seuren, Nicole Frampton, Melanie Duve, Daniel Fogarty, Margaret Giudice, Nicholas Welsh, Sarah McKew, Hal Martin, Blaitthin Butler			
EXTERNAL ATTENDEES: Nil			
APOLOGIES: Nil			
ABSENT: Cr Smith			
Meeting commenced at 1.35pm			
	Declaration of Interest	Item	Reason
Cr Schram left the meeting at 4.56pm; returned at 5.08pm	Cr Schram	Colac to Cororooke shared path proposal	Indirect interest – in-laws own property adjoining the proposed pathway
Cr Schram left the meeting at 6.07pm and did not return	Cr Schram	Temporary Use and Development of the Land for Stone Extraction (Borrow Pit Associated with Princes Highway Duplication), Removal of Native Vegetation (Scattered Native Rushes), and Creation of Dam	Indirect interest – my company is contracted to work on Stage 1 of the highway duplication.
Councillor Briefing			
1.35pm – 4.00pm	Festival and Events Support Scheme Small Town Improvement Program (STIP) 2017/2018 – Allocation of Funds		Emma Clark Katrina Kehoe

Councillor Briefing – 7 June 2017





	<p>Community Funding Program 2017/2018</p> <p>Cr Woodcroft left the meeting at 2.40pm; returned at 3.10pm</p>	<p>Gary Warrener Nicole Frampton Ian Seuren Hal Martin Melanie Duve</p>
<p>4.00pm – 4.10pm</p>	<p>Break</p> <p>Cr Woodcroft left the meeting at 4.00pm</p>	
<p>4.10pm – 5.08pm</p>	<p>2017/18 Draft Budget Public Submissions Draft Council Plan 2017-2018 Submissions</p> <p>Cr Woodcroft returned to the meeting at 4.38pm Cr Schram left the meeting at 4.56pm; returned at 5.08pm</p>	<p>Daniel Fogarty Margaret Giudice</p>
<p>5.08pm – 5.45pm</p>	<p>Defined Benefits Superannuation Fund Overview</p> <p>Cr Hanson left the meeting at 5.20pm; returned at 5.24pm</p>	<p>Daniel Fogarty</p>
<p>5.45pm – 6.07pm</p>	<p>General business</p> <ul style="list-style-type: none"> • Annual Valuations • Planning • Birregurra Golf Course 	
<p>6.07pm – 6.14pm</p>	<p>Temporary Use and Development of the Land for Stone Extraction (Borrow Pit Associated with Princes Highway Duplication), Removal of Native Vegetation (Scattered Native Rushes), and Creation of Dam</p> <p>Cr Schram left the meeting at 6.07pm and did not return</p>	<p>Blaithin Butler</p>
<p>6.14pm</p>	<p>Meeting closed</p>	

Councillor Briefing – 7 June 2017





Councillor Briefing
 Council Chamber, COPACC
 Wednesday, 14 June 2017

1.00pm

Assembly of Councillors

INVITEES: Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith			
ATTENDEES: Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Sue Wilkinson, Trevor Olsson, Tony McGann, Gareth Smith, Sarah McKew, Gary Warrener, Katrina Kehoe, Jeremy Rudd			
EXTERNAL ATTENDEES: Mike Said (Audit Committee Chair)			
APOLOGIES: Nil			
ABSENT: Cr Smith			
Meeting commenced at 1.02pm			
	Declaration of Interest	Item	Reason
Cr Schram left the meeting at 3.26pm; returned at 3.35pm	Cr Schram	Borrow pit highway duplication planning application	Indirect interest – my company is contracted to work on highway duplication
Councillor Briefing			
Time	Item		Attendees
1.02pm – 1.36pm	Audit Committee Half Yearly Report		Mike Said - Audit Committee Chair
	Cr Schram left the meeting at 1.25pm; returned at 1.32pm		
1.36pm – 2.40pm	Break		

Councillor Briefing – 14 June 2017





2.40pm – 2.58pm	RV Friendly Town	Gary Warrener Katrina Kehoe
2.58pm – 3.10pm	Draft Submission - Inquiry into the Sustainability and Operational Challenges of Rural and Regional Councils	Sarah McKew
3.10pm – 3.20pm	G21 Road Transport Plan 2017 - 2027 (Draft)	Jeremy Rudd
3.20pm – 3.35pm	<p>General business</p> <ul style="list-style-type: none"> • Apollo Bay Harbour Lease • Section 173 – Rateable land • Borrow pit highway duplication planning application <p>Cr McCracken left the meeting at 3.20pm; returned at 3.35pm</p> <p>Cr Schram left the meeting at 3.26pm due to a conflict of interest; returned at 3.35pm</p>	
3.35pm – 3.40pm	Special Committee Meeting preparation	
3.40pm – 3.46pm	Planning Committee Meeting preparation	
3.46pm	Meeting closed	

Councillor Briefing – 14 June 2017



COLAC OTWAY SHIRE COUNCIL – NOTICE OF MOTION

ITEM	OM172806-17
TITLE OF MOTION	RV FRIENDLY TOWN
COUNCILLOR	Cr Joe McCracken

RECOMMENDATION

That Council consider the contents of this Notice of Motion.

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on **28 June 2017**.

That Council resolves to:

- 1. Undertake minor works of car park linemarking and signage in Colac to meet the Campervan and Motorhome Club of Australia's 'RV Friendly Town' criteria.*
- 2. Apply to the Campervan and Motorhome Club of Australia for Colac to become an 'RV Friendly Town'.*
- 3. Note the Central Caravan Park in Colac currently provides facilities to recreational vehicles consistent with the Campervan and Motorhome Club of Australia's 'RV Friendly Town' criteria.*

COLAC OTWAY SHIRE COUNCIL – NOTICE OF MOTION

ITEM	OM172806-18
TITLE OF MOTION	COST SHIFTING
COUNCILLOR	Cr Joe McCracken

RECOMMENDATION

That Council consider the contents of this Notice of Motion.

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on **28 June 2017**.

That council resolves to:

- 1. Request the CEO provide a report to the Ordinary Council Meeting November 2017, detailing cost shifting activities from the State Government to Colac Otway Shire since 2012.*

COLAC OTWAY SHIRE COUNCIL – NOTICE OF MOTION

ITEM	OM172806-19
TITLE OF MOTION	WYE RIVER SEPARATION CREEK EXPENDITURE
COUNCILLOR	Cr Chris Smith

RECOMMENDATION

That Council consider the contents of this Notice of Motion.

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on **28 June 2017**.

That a report be presented in open council at the July 2017 Ordinary Council meeting with the following details:

- 1. A list of all monies (from any source) spent by council in relation to the Wye River / Separation Creek fires.*
- 2. The source and amounts of all monies council spent in relation to the Wye River / Separation Creek fires.*
- 3. What council believes it has or will achieve, by the expenditure of these monies.*

IN COMMITTEE

RECOMMENDATION

That pursuant to the provisions of Section 89 (2) of the Local Government Act, the meeting be closed to the public and Council move "In Committee" in order to deal with:

SUBJECT	REASON	SECTION OF ACT
Minutes of In Committee Council Meeting held on 24 May 2017	this matter deals with contractual matters; AND this matter may prejudice the Council or any person.	Section 89 (2) (d) & (h)
Use and Development of Land for Stone Extraction (PP169/2014-1)	this matter deals with a proposed development: AND this matter deals with legal advice.	Section 89 (2) (e) & (f)
Notice of Motion – Mooleric Road Quarry	this matter deals with legal advice; AND this matter may prejudice the Council or any person.	Section 89 (2) (f) & (h)