

**Colac Otway
SHIRE**

AGENDA

**ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL**

16 DECEMBER 2008

at 3.00 pm

**COPACC Meeting Room
Rae Street, Colac**

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982.'

COLAC-OTWAY SHIRE COUNCIL MEETING

16 DECEMBER 2008

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NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in the COPACC Meeting Room, Rae Street, Colac on 16 December 2008 at 3.00 pm.

AGENDA

1. 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. MAYORAL STATEMENT

Colac Otway Shire encourages active community input and participation in Council decisions. Council meetings provide one of these opportunities as members of the community may ask questions relating to matters being considered by Council at the current meeting. Questions not related to current agenda items can be made in writing and will be addressed if received within two days of the Council meeting. Council meetings also enable Councillors to debate matters prior to decisions being taken.

I ask that we all respect each other during this process by:

- being courteous and respectful in the way in which you speak;
- not speaking unless you have been permitted to by me as chairperson;
- respecting the local laws which govern meeting procedure (copies of these are here for your information); and
- understanding that I have a responsibility to ensure proper meeting procedure and the upholding of the local law.

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Thank you, now question time. 30 minutes is allowed for question time.

1. Questions received in writing prior to the meeting
2. Questions from the floor

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- Ordinary Meeting of the Colac-Otway Shire Council held on the 25/11/08.

Recommendation

That Council confirm the above minutes.

- Statutory Meeting of the Colac-Otway Shire Council held on the 05/12/08.

Recommendation

That Council confirm the above minutes.

- Special Meeting of the Colac-Otway Shire Council held on 10/12/08.

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM081612-1	CEO'S PROGRESS REPORT TO COUNCIL
OM081612-2	COUNCIL MEETING DATES FOR 2009
OM081612-3	OATH OF OFFICE - SWEARING IN OF NEW COUNCILLORS
OM081612-4	COUNCILLOR REPRESENTATION ON INTERNAL AND EXTERNAL COMMITTEES

Corporate and Community Services

OM081612-5	APPLICATION OF A WILDFIRE RISK MANAGEMENT APPROACH TO COMMUNITY EVENTS
OM081612-6	APOLLO BAY P-12 SWIMMING POOL AND STADIUM
OM081612-7	WINGEEL AND WARRION TENNIS COURT PROPOSED SALE OF LAND
OM081612-8	COUNCILLOR AND MAYORAL ALLOWANCES AND RESOURCING
OM081612-9	FINANCIAL PERFORMANCE
OM081612-10	COUNCIL PLAN 2009-2013

Sustainable Planning and Development

- OM081612-11 FEDERAL GOVERNMENT FUNDING OPPORTUNITY
- OM081612-12 COLAC OTWAY SHIRE COMMUNITY PLAN PROPOSAL

GENERAL BUSINESS

OM081612-13 General Business

- OM081612-13.1 ITEM FOR SIGNING AND SEALING - INSTRUMENT OF AGREEMENT - CONTRACT 0801 BINNS ROAD BRIDGE DESIGN AND CONSTRUCTION.

NOTICES OF MOTION

OM081612-14 Notices of Motion

- OM081612-14.1 NOTICE OF MOTION NO. 143-08/09 FUEL REIMBURSEMENTS (CR CHRIS SMITH)
- OM081612-14.2 NOTICE OF MOTION NO. 144-08/09 HEATHFIELD ESTATE MARENGO (CR LYN RUSSELL)
- OM081612-14.3 NOTICE OF MOTION NO. 145-08/09 RATES PERCENTAGE TARGETS FOR THE NEXT FOUR (4) YEARS. (CR STEPHEN HART)

Jack Green
Acting Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion

W = Withdrawal

ITEM	D	W
<p><u>CHIEF EXECUTIVE OFFICER</u></p> <p><u>OM081612-1 CEO'S PROGRESS REPORT TO COUNCIL</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council receive the CEO's Progress Report for information.</i></p>		
<p><u>OM081612-2 COUNCIL MEETING DATES FOR 2009</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council confirm the meeting dates and times for the 2009 Council Meetings as:</i></p> <p style="padding-left: 40px;"><i>Wednesday 28 January 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 25 February 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 25 March 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 22 April 2009, at 3.00 pm at the Apollo Bay Senior Citizen's Centre, Apollo Bay.</i></p> <p style="padding-left: 40px;"><i>Wednesday 27 May 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 24 June 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 22 July 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 26 August 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 23 September 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 28 October 2009, at 3.00 pm at COPACC, Colac.</i></p> <p style="padding-left: 40px;"><i>Wednesday 25 November 2009, at 3.00 pm at the Apollo Bay Senior Citizen's Centre, Apollo Bay.</i></p>		

<p>Wednesday 16 December 2009, at 3.00 pm at COPACC, Colac.</p>		
<p><u>OM081612-3 OATH OF OFFICE - SWEARING IN OF NEW COUNCILLORS</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council note that Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins have taken the Oath of Office signed and dated before the Acting Chief Executive Officer on 1 December 2008.</i></p>		
<p><u>OM081612-4 COUNCILLOR REPRESENTATION ON INTERNAL AND EXTERNAL COMMITTEES</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council adopt the following revised nominations to Internal and External Committees:</i></p> <p><i>Internal Committee</i></p> <ul style="list-style-type: none"> <i>• Contracts Committee - Cr Geoff Higgins, Cr Brian Crook</i> <p><i>External Committees</i></p> <ul style="list-style-type: none"> <i>• Australian Local Government Association - Cr Lyn Russell</i> <i>• Barnard Trust Committee - Cr Brian Crook</i> <i>• Municipal Association of Victoria - Cr Stephen Hart</i> <i>• Rural Councils Network (Vic) - Cr Brian Crook</i> 		

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

OM081612-1 CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Jack Green	ENDORSED:	Jack Green
DEPARTMENT:	Executive	FILE REF:	GEN00460

EXECUTIVE

Council's, Acting CEO Jack Green and Cr Chris Smith attended a function with the leader of the Opposition, Malcolm Turnbull in Colac. A package outlining how projects for which COS is seeking Federal Government support was presented to Mr Turnbull in preparation for the next Federal Election in 2010.

The 2008 Council Elections were held in November and were conducted by the Victorian Electoral Commission.

Twenty one candidates nominated to stand for the seven available vacancies. The following were sworn in at a ceremony held on Monday 1 December 2008 –

Cr Brian Crook
 Cr Frank Buchanan
 Cr Stephen Hart
 Cr Stuart Hart
 Cr Geoff Higgins
 Cr Lyn Russell
 Cr Chris Smith

Councillors participated in an extensive two-day Councillor Induction Program on Tuesday, 2 and Wednesday 3 December.

At the Statutory Meeting held on Friday 5 December 2008 Cr Brian Crook was elected as Mayor and Cr Lyn Russell as Deputy Mayor.

CORPORATE AND COMMUNITY SERVICES**Wye River & Separation Creek - Improving Wastewater Management**

Barwon Water has engaged Sinclair Knight Merz (SKM) to review the Concept Design work carried out by Colac Otway Shire with (Hyder Consulting) in 2006/07. This review will include firming-up the design of on-site and off-site wastewater systems, including a small, shallow bore sewerage network, pump stations and a small treatment plant.

An audit of all septic tank systems in Wye River and Separation Creek was completed by Council in September. This information is being collated and assessed to determine which properties should connect to sewerage and which can sustainably treat and retain effluent on-site. Results from this assessment will be provided to SKM to commence preparation of functional design options. Property owners will be advised by Council on the results of these assessments.

Barwon Water will send a bulletin to all property owners in December outlining the process to July 2009. It is proposed that a Community Reference Group be formed, with the first meeting to be held later in December 2008.

Volunteers Breakfast

Sixty five volunteers who support Council's services, Visitors Information Centre Colac, Meals on Wheels and Community transport attended a "Thank You" Breakfast with two guest speakers, Ann Hennessey, Rehabilitation Manager and Chris Towers, Health Promotions Coordinator from Colac Area Health. Greg Fletcher thanked the Volunteers on behalf of Colac Otway Shire for their valued time and services.

Aged and Disability Services

Preliminary Discussion between Aged & Disability Services and Environment Victoria on supporting senior persons in the ir home on key sustainability issues around energy, waste water, transport and white goods that can make a difference, are now in the final stages of planning. To be introduced in the early part of 2009.

Recreation Arts & Culture**Recreation**

The third newsletter for the Barwon South West Regional Trails Master Plan project has been released, providing details on the recent trail site inspections and consultation undertaken. The draft project master plan is due for community and project partner consideration in March 2009.

The tender for the improvement works to the Central Reserve Hockey Fields are currently being advertised. Tenders will close prior to Christmas and works are to be completed by April 2009. This project has been fully funded through Sport and Recreation Victoria and will result in the two fields levelled, improved irrigation and drought tolerant turf.

Projects are currently being called for and considered for submission under two current funding opportunities; Sport and Recreation Victoria Drought Relief and the Country Football Netball Funding Program. Applications to these funding programs must be submitted in the new year.

Bluewater Fitness Centre

Bluewater Fitness Centre is coordinating a number of training courses for the community in the next month including Pool Lifeguard, Level 2 First Aid and CPR. Bluewater staff recently completed website update training to assist with prompt communications concerning details and issues about the Centre. A number of in house training sessions have been held with the teams throughout the Centre concerning emergency response and evacuation procedures.

Term 4 Learn to Swim classes are continuing and scheduled for completion in December for the Christmas/New Year break. A new Intensive Learn to Swim Summer program has been developed to be offered as five day blocks in January.

Pool bookings for the School based Aquatic Education programs for 2009 have been sent out to all local Schools with co-ordination of School carnivals and special programs required for February.

COPACC

A total of 126 separate events were hosted by the COPACC team during November, ranging from art exhibitions to Dance School Concerts to the Haka!

Exhibitions and presentations included:

- The Colac Wednesday Painters presented their artworks

- Trinity College displayed examples of handcrafted artworks, multimedia presentations, wood crafted textiles to coincide with their performing arts presentation evening.
- Colac Secondary College Murray St Campus' Year 12 students were farewelled in grand style
- The Skills Connection band presented their exciting and enthusiastic 'Thumbs Up' performance.

Live theatre and performance included:

- Terence Donovan and Sandy Gore led a stellar cast in David Williamson's 'Travelling North'
- The Australasian premiere of locally produced film '3 of a kind' was proudly hosted by COPACC
- Kate's Dance School and Marlene's School of Dance showcased the talent of local youth in their highly professional productions on our main stage.
- The Mayoral Reception was an opportunity for the demonstration of more local talent with performances by The Colac Players and the COPACC Choir a highlight.
- Denis Walter thrilled a huge audience as a grand finale to our 2008 Morning Music Season.
- The exciting theatre season for 2009 was launched at the end of the month with a promise of superb live entertainment and performance.

Corporate events included:

- Freeza Committee, Gordon TAFE's retail cosmetics and hairdressing course, Youth Council, and variety of meetings relating to mushroom production and composting, 'Life's Good on the Farm' graduation, VCAT hearing, Working Women's Network gathering hosted by the ANZ bank, Financial Planning Seminar and Road Construction Consultations.

Events

E Team Developments - December

The purpose of the "E Team" is to certify the delivery of safe events by ensuring that event organisers understand and meet Council compliance regulations. An integrated, cross organisational approach is applied with Event organisers invited to meet with Officers from eight Council departments responsible for the event approval process. E Team meetings occur six months before the delivery of an event to discuss event requirements in detail. The "E Team" will not convene in December due to the low number of events conducted in June 2009. "E Team" meetings will resume in 2009.

INFRASTRUCTURE AND SERVICES

Special Charge Schemes Update

Pound Road, Colac

Road Construction

Following the October Council Meeting, where Council declared a Special Charge Scheme for the construction of the unsealed section of Pound Road, formal First Notices were forwarded to affected property owners.

Construction of Pound Road is programmed in the 2008/2009 Capital Works Program. Tenders were advertised in August 2008, with the contract awarded following the September 2008 Council Meeting. The Contract was awarded to Lake & Land Pty Ltd.

Slater Street, Elliminyt*Road Construction*

The construction of Slater Street is completed, with final costs of the project reported to the 28 October 2008 Council Meeting.

**Slater Street after final sealing**

Final notices and invoices will be forwarded to property owners in January 2009.

Morrison Street*Road Shoulder Construction*

A meeting was held with residents of Morrison Street on the 23 April 2008 to discuss a possible Special Charge Scheme for the construction of the unsealed shoulders on Morrison Street, Colac.

Surveys were sent to all residents seeking their feedback on whether they wish Council to further investigate the project by way of a Special Charge Scheme.

Of the 35 surveys sent, 13 property owners requested further investigation of a special charge scheme, 12 property owners did not want further investigation, and 10 properties did not respond.

A meeting of the Residents Representative Committee was held on the 25 August to discuss the progression of the project. Information regarding apportionment methods and scope of works will be distributed. A follow up meeting of the Residents Representative Committee was held on 10 December 2008.

Sinclair Street South*Road Construction*

A meeting was held with residents of Sinclair Street South on 16 April 2008 to discuss a possible Special Charge Scheme for the construction of the unsealed section of Sinclair Street South, Colac.

Surveys were sent to all residents seeking their feedback on whether they wish Council to further investigate the project by way of a Special Charge Scheme.

The results indicate mixed support for the further investigation of the construction of Sinclair Street by way of a Special Charge Scheme. Strong support exists for the construction of Sinclair Street between Pound Road and Aireys Street, however no support exists for the construction of Sinclair Street between Aireys Street and Irrewillipe Road.

Residents have been advised the project scope will change to reflect the survey results, with further investigation and the development of a preliminary design in progress for the construction of Sinclair Street South between Pound Road and Aireys Street.

Update from COSWorks

- Road side slashing ongoing in northern part of the Shire.
- Larpent Road reconstruction approximately 90% complete.
- Swan Marsh road guardrail installation complete.
- Lardners Slip to be commenced during December.
- Rural Township mowing ongoing.
- Footpath replacement in Gravesend Street ongoing.
- Reseal preparation completed.

Inspections by Asset Inspection Officer

Inspections of the rural roads in the Horden Vale including Glenaire, Horden Vale, Johanna, Lavers Hill, Wyelangta and Yuulong were completed by 28 November 2008. All defects were reported to the Team Leader – Maintenance, Gellibrand and works have commenced on repairs.

Footpath inspections in the Colac Area 2, Level 2, inclusive of the area from Corangamite Street and Murray to Stoddart Streets in the west were completed by 24 November 2008. Defects have been referred to Cosworks for repair in accordance with the Road Management Plan.

Contract Extension – Waste Collection Contract

Council's waste collection contract comes to an end on 5 September 2009. Council has been working with Barwon Region Waste Management Group (BRWMG) exploring options for disposal and treatment of waste in the regional facility. Council has supported the BRWMG recommendation selecting Visy Recycling and Dicom Pty Ltd as the two preferred contractors for processing of recycling and solid waste respectively.

The Dicom facility is likely to be commissioned by June 2010 and Council's waste management contract has been extended for a 12 month duration to 5 September 2010 allowing smooth transition from Corio landfill to the proposed Dicom facility.

Ministerial approval was obtained for extending Council's waste management contract by 12 months and the contractors have agreed to the proposal. The Waste Management officers are currently revising the Waste tender and specifications to call for tenders, taking into account the recommendations of the Best Value report.

A detailed report is likely to be provided to the January 2009 Council Meeting.

Colac Lavers Hill Road Improvement Project

Vicroads have advised that this project will result in a sealed 8 metre wide two way pavement from Colac to Lavers Hill (currently ranges from 5.2m to 8.0m). The whole of the works have been programmed over the next 2 years. In addition to the widening, works will include 2 areas of rehabilitation, centreline and edge lines throughout and three additional slow vehicle turnouts.

- Stage 1 extends from Elliminyt to Barrys Road. Stage 1 works commenced in late November and are anticipated to be completed by Christmas.

- Stage 2 extends from Barrys Rd to Campiglis Road. The contract has closed and award of the contract is anticipated by January 2009. Works are expected to be completed by April/May 2009.
- Stage 3 works are from Campiglis Road to 4km south of Gellibrand. Works are expected to be completed by April/May 2009.
- Stage 4 works include the whole of the section from Ferguson to Lavers Hill plus minor works in a 3km section north of Tuckers Orchard Rd. These works are expected to be tendered in mid to late 2009 with the works completed by March 2010.

Building Maintenance

The replacement air conditioning unit on the west side of the Council offices in Rae Street, Colac has been installed.

Works on installing two sets of BBQ seating in the Memorial Square were completed on Wednesday 10 December.

Birregurra Main Street Footpath Construction

This project called for the removal of the existing segmented paver footpath and to relay pavers on a concrete slab base. All pavers have now been laid including an additional area due to the removal of a concrete driveway. Cleaning and sealing of all pavers will occur shortly to finish the works.



Birregurra Main Street Footpath Paving



Bituminous Sealing Works

Council's annual sealing program is approximately 85 percent complete and has proceeded well. The contractor, Boral Resources (Vic), will resume spray sealing early in 2009 to complete the Apollo Bay and Wye River areas and two remaining roads in Colac.

Tenders

Current tenders invited are :-

- 0819 Central Reserve Hockey Field Redevelopment – closing on 17 December
- 0820 Colac & Apollo Bay Car Parking Study – closed on 10 December
- 0821 Provision Of Engineering Consultancy Services – closed on 10 December
- 0822 Provision Of Planning, Building & Heritage Advisory Services – closed on 10 December

SUSTAINABLE PLANNING AND DEVELOPMENT

Amendment C55 (Planning Scheme Review)

Council adopted Amendment C55 at its October meeting. The amendment has now been modified in accordance with the Council resolution and has been forwarded to the Planning Minister for approval and gazettal into the Planning Scheme.

In adopting Amendment C55, Council resolved to prepare and exhibit a "follow-on" amendment as recommended by the Panel report to rezone a small number of properties that were supported by the Panel following consideration of submissions. Authorisation to proceed with the amendment will be sought early in 2009.

Amendment C12 (Update of Flood Mapping)

Amendment C12 updates the mapping of flood overlays in the Colac Otway Planning Scheme. Public exhibition of Amendment C12 finished on the 31 October 2008 with 13 submissions received. These submissions have been forwarded to the Corangamite Catchment Management Authority (CCMA) for comment prior to a report to Council on the submissions early in 2009. The report may recommend changes to the amendment that respond to submissions and/or that the submissions be referred to an independent Panel.

Beeac Broiler Farm Proposals

The applicant has lodged a review with VCAT against Council's failure to grant a permit within the prescribed timeframe for both Broiler Farm A and B planning permit applications. Now that an application has been made to VCAT under Section 79 of the Planning and Environment Act, Council cannot determine the applications. VCAT will schedule a hearing at some point (likely to be early next year) and will provide an opportunity for all parties, including Council, the objectors and the applicant to make a submission before the Tribunal makes a decision. VCAT will send letters to all parties advising of the hearing date.

At some point prior to the VCAT hearing, officers will seek a position from Council as to its position on the applications so that officers can advocate that position at the hearing. Reports will be placed on the agenda of a Planning Committee meeting for that purpose, and all parties will be invited to attend in the normal fashion, except that the decision by Council will not be binding - rather it will be used to guide the actions of officers at VCAT. It is possible the report will be presented to the January or February 2009 meeting of Council.

The applicant is in the process of preparing an Environmental Risk Assessment (ERA) for both farms, which when received will be forwarded to the EPA for their comment. The EPA's views will be required before officers place the item on the Planning Committee agenda.

Car Parking Study for Colac and Apollo Bay

Tenders have been called to undertake this Study, and a successful consultant is expected to be appointed in December 2008, with the project commencing in January 2009. The project will assess parking needs in the two towns, and make recommendations for how parking should be managed in the future, with direction given to Council on planning policy to be applied to commercial permit applications.

Weed Management Update

Weeds are a serious threat to primary production and biodiversity within the Colac Otway Shire. They reduce farm and forest productivity, displace native species and contribute significantly to land and water degradation. Under the direction of the Weeds Consultative Committee, which has representation from a range of land management agencies, a new strategic direction is being pursued by Council to address weed management. This financial year the Colac Otway Shire Environment Unit will work to protect and enhance high

conservation values on Council managed land, as well as allocating a portion to high conservation roadsides and to address emergent weeds.

The weed control contractors were recently appointed to carry out the works. The Weeds Consultative Committee met on 28 November 2008 to discuss these operations and identify where Council can link in with weed spraying works being carried out by the other agencies. These synergies provide a valuable opportunity to add value to our weed control program without any additional cost.

Environment Strategy

Council is developing an Environment Strategy that will set out a process for prioritising projects across programs and existing strategies. This strategy will enable the development of integrated Environmental Action Plans for the Colac Otway Shire.

An interim steering committee will be established to oversee the development of a draft project plan and a draft terms of reference for the steering committee that will be chaired by a Councillor. The project plan and the draft terms of reference will be submitted to Council for endorsement in February 2009.

Apollo Bay Harbour

The Enquiry by Design 8 Page Community Newsletter was posted on 11 November 2008 to all residents and ratepayers in Apollo Bay. Sustainable Planning and Development is in discussion with the State Government to fund the next stage, the Planning Scheme Amendment.

Small Towns

Applications for the 2009/2010 Small Town Improvement Program have closed.

Action Agenda for Economic Development

Colac Community Hub Inc have completed the interviews with over sixty (60) businesses as part of the consultation process for the new Economic Development Strategy.

Working Women's Networking Event

Over 75 local women, (business owners and employees) attended a Networking Event on 13 November 2008 at COPACC to learn about a new Colac Otway Shire leadership program for working women as well as the potential to establish an ongoing network.

Council was extremely fortunate to have Sharelle McMahon, Australian Netball Captain, in attendance to address the audience and give her insights into leadership, hard work and her battles to get where she is at today.

Feedback from the night was very positive.

Community Planning

The second stage of planning for the development of a Community Plan has been completed.

A final Community Support Fund (CSF) grant submission for the three year implementation stage has been lodged with Dept. Planning and Community Development (DPCD).

If the funding submission is not successful the Community Plan will be implemented on a low scale through inclusion of community priorities assessed as suitable Council commitments in the Council Plan.

Lake Colac

A Cultural Heritage Management Plan has been completed and referred to Aboriginal Affairs Victoria (AAV) for approval for the proposed worksites along the lake foreshore.

Pathway works and a new fishing platform will continue when the plan is approved and a new litter trap is to be installed at the Stoddard Street drain.

Dairy Industry*Life's Good on the Farm*

This is a Dairy Industry Training Group initiative that follows the success of last year's program 'Milk it for All it's Worth' to encourage young people to enter the Dairy Industry. Sixteen students completed the program with visits to farms, processing plant, laboratories and culminating in the graduation and presentation of certificates. This year units of work have been written to create a study unit that can be incorporated into the annual school curriculum. It also includes the development a promotional DVD.

South West Dairy Strategic Plan

This is a Plan for the Dairy Industry in the South West over the next 10 years. Initial consultation has been through "Ambassadors" who have conducted personal interviews with key stakeholders in each part of the region.

Three workshops have been conducted:

- People – Port Fairy 3 November 2008
- Natural Resources and Infrastructure – DemoDairy, Terang - 3 November 2008
- Capital and Markets – Colac - 7 November 2008

Council's Manager, Economic Development Unit represents Colac Otway Shire on the Strategic Plan Steering Committee.

Recommendation(s)

That Council receive the CEO's Progress Report for information.

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**OM081612-2 COUNCIL MEETING DATES FOR 2009**

|             |            |           |            |
|-------------|------------|-----------|------------|
| AUTHOR:     | Jack Green | ENDORSED: | Jack Green |
| DEPARTMENT: | Executive  | FILE REF: | GEN00460   |

**Purpose**

To confirm the Council Meeting dates for 2009.

**Background**

Under the Council's Local Law 4, Part 4 – Council Meeting, Clause 20 – Dates & Times of Meetings, Council is required to confirm their meeting dates on at least an annual basis.

At the recent Councillor Induction Workshop, discussion was held regarding the potential for Council meetings being held in different towns in the Shire and also an alternative option of conducting a series of less formal gatherings across the Shire which may present a better opportunity for the communities to engage their Councillors in a more interactive manner.

**Corporate Plan/Other Strategies/Policy**

Not applicable

**Issues/Options**

There are logistic and resource issues concerning holding all Council meetings in different towns.

**Proposal**

It is proposed that Council confirm the following meeting dates and times for 2009 in accordance with Local Law 4, with this schedule to be reviewed at a workshop in early 2009 to discuss the options outlined above for enhancing opportunities for Council and community contact.

| Date                        | Time    | Venue                                         |
|-----------------------------|---------|-----------------------------------------------|
| Wednesday 28 January 2009   | 3.00 pm | COPACC, Colac                                 |
| Wednesday 25 February 2009  | 3.00 pm | COPACC, Colac                                 |
| Wednesday 25 March 2009     | 3.00 pm | COPACC, Colac                                 |
| Wednesday 22 April 2009     | 3.00 pm | Apollo Bay Senior Citizens Centre, Apollo Bay |
| Wednesday 27 May 2009       | 3.00 pm | COPACC, Colac                                 |
| Wednesday 24 June 2009      | 3.00 pm | COPACC, Colac                                 |
| Wednesday 22 July 2009      | 3.00 pm | COPACC, Colac                                 |
| Wednesday 26 August 2009    | 3.00 pm | COPACC, Colac                                 |
| Wednesday 23 September 2009 | 3.00 pm | COPACC, Colac                                 |
| Wednesday 28 October 2009   | 3.00 pm | COPACC, Colac                                 |
| Wednesday 25 November 2009  | 3.00 pm | Apollo Bay Senior Citizens Centre, Apollo Bay |
| Wednesday 16 December 2009  | 3.00 pm | COPACC, Colac                                 |

**Financial and other Resource Implications**

There are no additional financial or other resource implications for Council confirming the meeting schedule outlined above.

The issues around the financial and resource implications for delivering on the other options outlined in the Background section of this report will be investigated and identified in a

discussion paper to be prepared by officers prior to a workshop to discuss this matter in February 2009.

**Risk Management & Compliance Issues**

Not applicable

**Environmental Considerations**

Not applicable

**Communication Strategy/Consultation**

The meeting dates for January and February will be advertised through local media in line with Council's Communications Strategy. A further communication process will be undertaken to advise the community of Council's future plans in this regard following the Workshop to discuss the alternative options outlined earlier in this report which will be conducted in early 2009 and a further report to Council to confirm subsequent Council meeting dates resulting from the workshop discussions.

**Implementation**

Not applicable

**Conclusion**

That Council confirm the meeting dates and time for the 2009 Council Meetings.

**Attachments**

Nil

**Recommendation(s)**

***That Council confirm the meeting dates and times for the 2009 Council Meetings as:***

***Wednesday 28 January 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 25 February 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 25 March 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 22 April 2009, at 3.00 pm at the Apollo Bay Senior Citizen's Centre, Apollo Bay.***

***Wednesday 27 May 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 24 June 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 22 July 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 26 August 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 23 September 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 28 October 2009, at 3.00 pm at COPACC, Colac.***

***Wednesday 25 November 2009, at 3.00 pm at the Apollo Bay Senior Citizen's Centre, Apollo Bay.***

***Wednesday 16 December 2009, at 3.00 pm at COPACC, Colac.***

~~~~~

OM081612-3 OATH OF OFFICE - SWEARING IN OF NEW COUNCILLORS

AUTHOR:	Jack Green	ENDORSED:	Jack Green
DEPARTMENT:	Executive	FILE REF:	GEN00460

Purpose

To report that the Oath of Office has been taken by Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins following the declaration by the Victorian Electoral Commission (VEC) of the results of the 2008 Council elections.

Background

I report that at 6.30pm on Monday 1 December 2008, Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins made the following Oath of Office, in accordance with Section 63 of the Local Government Act (1989), before me:

"I swear that by Almighty God, that I will undertake the duties of the office of Councillor in the best interests of the people in the municipal district of Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement."

The minutes of this Council meeting will record that the Oath of Office has been taken by Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins. The Oaths of Office for Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins have been signed and dated before the Acting Chief Executive Officer and a copy of these are attached to this report.

Corporate Plan/Other Strategies/Policy

The Oath of Office is required to be undertaken in accordance with Section 63 of the Local Government Act (1989).

Issues/Options

Not applicable

Proposal

It is proposed that Council note Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins have taken the Oath of Office in accordance with Section 63 of the Local Government Act.

Financial and other Resource Implications

Not applicable.

Risk Management & Compliance Issues

The process has been conducted to comply with the Local Government Act (1989).

Environmental Considerations

Not applicable

Communication Strategy/Consultation

Not applicable

Implementation

The swearing in of new Councillors has been implemented.

Conclusion

Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins have taken the Oath of Office signed in the presence of the Acting Chief Executive Officer on 1 December 2008.

Attachments

Copies of Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins completed Oath of Office signed in the presence of the Acting Chief Executive Officer on 1 December 2008.

Recommendation(s)

That Council note that Cr Brian Crook, Cr Chris Smith, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Lyn Russell and Cr Geoff Higgins have taken the Oath of Office signed and dated before the Acting Chief Executive Officer on 1 December 2008.



~~~~~



Colac Otway  
SHIRE

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OATH OF OFFICE  
S.63(1) Local Government Act

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name: Brian Leslie Paul Crook

Signed: Brian L.P. Crook

Jack Green

Before me, Jack Green  
Acting Chief Executive Officer

Date: 1-12-08



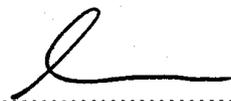
Colac Otway  
SHIRE

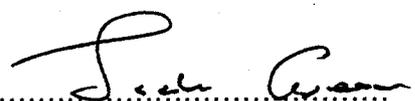
*Naturally Progressive*

**OATH OF OFFICE**  
**S.63(1) Local Government Act**

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name: ..... CHRISTOPHER JOHN SMITH .....

Signed: .....  .....

.....  .....

Before me, Jack Green  
Acting Chief Executive Officer

Date: ..... 1/12/08 .....



Colac Otway  
SHIRE

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**OATH OF OFFICE**  
**S.63(1) Local Government Act**

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name: Frances Donna Buchanan

Signed: [Signature]

[Signature]

Before me, Jack Green  
Acting Chief Executive Officer

Date: 1/12/08



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SHIRE

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**OATH OF OFFICE**  
**S.63(1) Local Government Act**

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name: Stuart Hart

Signed: [Signature] [Signature]

Before me, Jack Green  
Acting Chief Executive Officer

Date: 1/12/2008



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SHIRE

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**OATH OF OFFICE**  
**S.63(1) Local Government Act**

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1989* or any other Act to the best of my skill and judgement.

Full Name: STEPHEN LESLIE HART

Signed: SLH

[Signature]

Before me, Jack Green  
Acting Chief Executive Officer

Date: 1.12.08



Colac Otway  
SHIRE

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**OATH OF OFFICE**  
**S.63(1) Local Government Act**

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name: ..... LYNETTE EVELYN RUSSELL .....

Signed: ..... Lyn. E. Russell .....

..... Jack Green .....

Before me, Jack Green  
Acting Chief Executive Officer

Date: ..... 1/12/2008 .....



Colac Otway  
SHIRE

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OATH OF OFFICE  
S.63(1) Local Government Act

I swear by Almighty God that I will undertake the duties of the Office of Councillor in the best interests of the people in the municipal district of the Colac Otway Shire and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the **Local Government Act 1989** or any other Act to the best of my skill and judgement.

Full Name:     GEOFFREY WILLIAM HIGGINS    

Signed:     [Signature]    

    [Signature]    

Before me, Jack Green  
Acting Chief Executive Officer

Date:     1 - 12 - 2008

## OM081612-4 COUNCILLOR REPRESENTATION ON INTERNAL AND EXTERNAL COMMITTEES

|             |            |           |            |
|-------------|------------|-----------|------------|
| AUTHOR:     | Jack Green | ENDORSED: | Jack Green |
| DEPARTMENT: | Executive  | FILE REF: | GEN00460   |

### Purpose

To review the Councillor representation on Internal and External Committees.

### Background

Council at its Statutory Meeting on Friday 5 December 2008 nominated Councillors to Internal and External Committees.

Review of these committees has revealed an imbalance of Councillor representation.

### Corporate Plan/Other Strategies/Policy

N/A

### Issues/Options

Council should consider redressing the imbalance of Councillor representation on Internal and External Committees.

### Proposal

That Council reconsider representation on the following Internal and External Committees to:

|                            | Committee                               | Councillor Representative as per Statutory Meeting Minutes (5/12/08) | Revised Councillor Representative  |
|----------------------------|-----------------------------------------|----------------------------------------------------------------------|------------------------------------|
| <b>Internal Committee</b>  | Contracts Committee                     | Cr Chris Smith<br>Cr Brian Crook                                     | Cr Geoff Higgins<br>Cr Brian Crook |
| <b>External Committees</b> | Australian Local Government Association | Cr Chris Smith                                                       | Cr Lyn Russell                     |
|                            | Barnard Trust Committee                 | Cr Chris Smith                                                       | Cr Brian Crook                     |
|                            | Municipal Association of Victoria       | Cr Chris Smith                                                       | Cr Stephen Hart                    |
|                            | Rural Councils Network (Vic)            | Cr Chris Smith                                                       | Cr Brian Crook                     |

### Financial and other Resource Implications

Not applicable.

### Risk Management & Compliance Issues

Not applicable.

### Environmental Considerations

Not applicable.

**Communication Strategy/Consultation**

Not applicable.

**Implementation**

Following this Council Meeting, Letters will be written to the various committees and organisations advising them our Councils Representative(s).

**Conclusion**

That Council revise representation on the following Internal and External Committees to:

|                            | <b>Committee</b>                        | <b>Councillor Representative as per Statutory Meeting Minutes (5/12/08)</b> | <b>Revised Councillor Representative</b> |
|----------------------------|-----------------------------------------|-----------------------------------------------------------------------------|------------------------------------------|
| <b>Internal Committee</b>  | Contracts Committee                     | Cr Chris Smith<br>Cr Brian Crook                                            | Cr Geoff Higgins<br>Cr Brian Crook       |
| <b>External Committees</b> | Australian Local Government Association | Cr Chris Smith                                                              | Cr Lyn Russell                           |
|                            | Barnard Trust Committee                 | Cr Chris Smith                                                              | Cr Brian Crook                           |
|                            | Municipal Association of Victoria       | Cr Chris Smith                                                              | Cr Stephen Hart                          |
|                            | Rural Councils Network (Vic)            | Cr Chris Smith                                                              | Cr Brian Crook                           |

**Attachments**

Nil

**Recommendation(s)**

***That Council adopt the following revised nominations to Internal and External Committees:***

***Internal Committee***

- ***Contracts Committee - Cr Geoff Higgins, Cr Brian Crook***

***External Committees***

- ***Australian Local Government Association - Cr Lyn Russell***
- ***Barnard Trust Committee - Cr Brian Crook***
- ***Municipal Association of Victoria - Cr Stephen Hart***
- ***Rural Councils Network (Vic) - Cr Brian Crook***

~~~~~

CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

ITEM	D	W
<p><u>CORPORATE AND COMMUNITY SERVICES</u></p> <p><u>OM081612-5 APPLICATION OF A WILDFIRE RISK MANAGEMENT APPROACH TO COMMUNITY EVENTS</u></p> <p>Department: Corporate & Community Services</p> <p><u>Recommendation</u></p> <p><i>That Council acknowledges the work that has been undertaken by Officers in this area and supports the current approach being recommended by the Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE) regarding Fire Prevention and Fire Management in relation to events</i></p>		
<p><u>OM081612-6 APOLLO BAY P-12 SWIMMING POOL AND STADIUM</u></p> <p>Department: Corporate & Community Services</p> <p><u>Recommendation</u></p> <p><i>That Council receive the updated report on the Apollo Bay P-12 College Swimming Pool and Stadium and note the additional contribution required by Council to the project.</i></p>		
<p><u>OM081612-7 WINGEEL AND WARRION TENNIS COURT PROPOSED SALE OF LAND</u></p> <p>Department: Corporate & Community Services</p> <p><u>Recommendation</u></p> <p><i>That Council support the commencement of the process for the sale of the Wingeel and Warrion Tennis Reserves in accordance with Council's Sale of Council Land Policy.</i></p>		

<p><u>OM081612-8 COUNCILLOR AND MAYORAL ALLOWANCES AND RESOURCING</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation</u> <i>That Council undertake a review of the level of allowances in conjunction with a review of the Councillor Support Policy following a Council workshop in February 2009.</i></p>		
<p><u>OM081612-9 FINANCIAL PERFORMANCE</u></p> <p>Department: Corporate & Community Services</p> <p><u>Recommendation</u> <i>That the Financial Performance Report to the end of November 2008 be received.</i></p>		
<p><u>OM081612-10 COUNCIL PLAN 2009-2013</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation</u> <i>That Council approve the proposed Council Plan 2009-2013 framework and timetable as presented.</i></p>		

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

OM081612-5 APPLICATION OF A WILDFIRE RISK MANAGEMENT APPROACH TO COMMUNITY EVENTS

AUTHOR:	Jodie Fincham	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	GEN00338

Purpose

This report aims to present Council with information relating to proposed changes to event planning and management following the introduction of a wildfire risk management approach to community events, to ensure event organisers have considered their vulnerability to wildfire and developed strategies to mitigate those risks to an acceptable level. The Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE) have developed guidelines for trial this summer to assist Municipalities to facilitate this process.

Background

The Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE) have contacted Council regarding community events which attract members of the public within the Colac Otway Shire and the heightened levels of wildfire risk this summer.

Prolonged drought, continued low rainfall and weather bureau predictions of a long hot summer, with a higher number of very high to extreme fire danger days, has significantly increased the risk of wildfires this year, particularly within the forest, urban rural interface and along the coast.

Under such conditions, increased fire activity is expected and therefore CFA and DSE are promoting the need for heightened awareness and preparedness by all agencies. The CFA has provided advice that in the event of major fires burning within this Region or surrounding Regions, response time and the level of response to community events threatened by wildfire cannot be guaranteed.

To assist Municipalities to facilitate this, CFA and DSE developed, for trial this summer, Guidelines on the Application of a Risk Management Approach to Community Events.

Corporate Plan/Other Strategies/Policy

This report links directly to Council Objectives relating to the provision of well structured internal and external services and supporting the organisation in meeting community needs. In addition, it meets risk management requirements of Council's Municipal Emergency Management Plan (MEMP). Furthermore, it demonstrates strong community leadership and governance. There are also links to the Emergency Management Act 1986, the Country Fire Authority Act 1958 and it mitigates risk against the Wrongs Act 1958.

Issues/Options

This information is presented to Council to:

- Identify the potential significant wildfire risk this summer brings and the number of visitors expected to attend community event.
- Recognise the need for event organisers, fire services and relevant agencies to commence planning for possible contingencies or strategies to manage community reactions should an event or events not be allowed to proceed.
- Understand the potential implications guideline outcomes may have on events and event organisers.
- Ensure the appropriate risk management planning has been undertaken. This includes an assessment that traffic management in the event of an incident has been considered and planned. Such planning should allow for safe access for fire vehicles attending the incident, as well as safety of event attendees.

- Consider implementation of the CFA recommendation that each Municipal community event committee (E Team) become a sub-committee of their Municipal Emergency Management Planning Committee for planning and approval purposes. Community event organisers should be able to demonstrate they have been able to achieve a reduction in risk which is acceptable to the Municipal Emergency Management Planning Committee based on a worst case scenario.

In light of the timing of this advice from the Country Fire Authority and the proposed events to be staged within the Shire over the coming summer season the Municipal Emergency Management Planning Committee (MEMPC) will continue to be provided with event details. Council's event approval process requires consideration and endorsement from such organisations as Department of Sustainability and Environment, Parks Victoria, Country Fire Authority and Victorian Police. These organisations are also represented on the MEMPC. It is proposed that Council's Recreation and Events Co-ordinator will attend the February MEMPC meeting to commence progression of the CFA Guidelines for future seasons as detailed in this report. Given the number of agencies and Council Units represented in the MEMPC and the E Team required to be involved in the implementation of this process it will be challenging to manage.

The CFA are putting greater onus on Event Organisers to identify and manage risk and on some (not all) occasions planning permit conditions could provide an appropriate mechanism. It is the intention to note the guidelines and continue to work with the CFA to look at the practicalities and opportunities.

Proposal

Council consider and acknowledge contents of this report for information and fire preparedness purposes and also acknowledge that Council's Event Management E Team together with the Municipal Emergency Management Planning Committee will continue to work together to develop mechanisms to address these items in the future.

Financial and other Resource Implications

All issues contained in this report are presently within Council's budget. Should the fire season adversely affect the Shire with major fires an assessment will need to be made as to the financial impacts likely to be experienced by Council who may in turn be able to access Emergency Funding Support from Government.

Risk Management & Compliance Issues

This report details many issues that are identified as treatments in current Emergency Management Plans and Fire Prevention Plans of Council that have been based on a thorough Risk Based process.

Environmental Considerations

This report details that Colac Otway Shire is proactive and in many respects leading the way with respect to Environmental considerations and the interdependency and interaction between Environmental priorities and Fire Management within the Shire.

Communication Strategy/Consultation

The trial Guidelines were developed with input from Municipalities and other relevant government agencies from across the CFA Barwon Corangamite Area. These guidelines were presented to Municipalities, who agreed to participate in the trial, at a workshop on the 3 September this year which included City of Greater Geelong, Surf Coast and Colac Otway Shires. During the workshop CFA explained the guidelines after which an agreement was reached that the following broad outcomes would be used as a guide during the trial:

1. Each Municipality will develop a checklist to identify which community events have a potential wildfire risk to apply the guidelines,
2. Each Municipality will organise onsite inspections with CFA and other key stakeholders 2 – 3 months prior to the event to identify and discuss potential risks and meet again onsite closer to the event to ensure risk mitigation strategies are in place relevant to the level of risk to either; allow the event to proceed, ask for additional risk mitigation measures, or move the event.
3. Each Municipality will use their event committee/group (Council's E Team) to assist with trialling the guidelines through their community event approval process to ensure the following has been achieved: i.e. regulatory compliance integrated / cross agency risk-based planning and risk mitigation. This will assist / inform each municipality within their internal community event assessment and approval process.

Following the agreement to trial the guidelines, representatives from the Colac Otway Shire (Municipal Fire Prevention Officer and Events Co-ordinator) and CFA Region 6 have met and identified six community events which have a potential wildfire risk.

These events include:

- KONA 24 hour Global Mountain Bike event at Forrest on 29-30th November 2008 (acknowledge this event has taken place).
- The Falls Festival on 29 December 2008 -1st January 2009 (subject to relocation to Murroon)
- Hoot'n'Nanny Bachelor and Spinster Ball at Irrewillipe Reserve 14th February 2009
- Otway Odyssey Mountain Bike event Forrest on 21st February 2009
- Masters Games on 21st February 2009
- Great Victorian Bike Ride on 2-4th December 2009

Implementation

It is proposed that Colac Otway Shire will consider the issues raised when determining future planning permit applications for events, including a review of the management plans that apply for the Murroon Falls Festival site. It is also proposed where practical and appropriate, to consider placing conditions on occupancy permits under the Building Act for community events, which due to their geographic location, could put those attending the event at risk from wildfire.

The E Team will become a sub-committee of the Colac Otway Shire Municipal Emergency Management Planning Committee (MEMPC) for planning and approval purposes.

An Exclusionary Clause will be developed for use on Council issued approvals/consent for events stating that Colac Otway Shire may revoke an approval on advice from an Emergency response Service or organisation, or of its own volition where it believes there is unacceptable risk to the community.

Conclusion

This report provides information to Council on the extensive measures that are being undertaken to ensure that Council and the Colac Otway community are well protected and prepared for the upcoming fire season and that a strategic approach is being undertaken to address these issues in the longer term.

Further review and consideration of the draft guidelines will be undertaken within Council and with other agencies and a further report will be tabled for Council early 2009.

Attachments

Trial Guidelines Application of a Wildfire Risk Management Approach to Community Events
CFA Barwon Corangamite Area (Version 3)

Recommendation

That Council acknowledges the work that has been undertaken by Officers in this area and supports the current approach being recommended by the Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE) regarding Fire Prevention and Fire Management in relation to events

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**TRIAL GUIDELINES**

**APPLICATION OF A  
WILDFIRE RISK MANAGEMENT  
APPROACH  
TO  
COMMUNITY EVENTS  
CFA BARWON CORANGAMITE AREA**

**Date:**

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## Disclaimer

The Country Fire Authority (CFA) and Department of Sustainability and Environment (DSE) makes no representation as to the completeness, accuracy or suitability for any purposes of the information, opinions and recommendations contained in this document and recommend that any person reading the document conduct their own investigations and/or seek their own independent advice in relation to the matters contained in it. CFA and DSE accept no responsibility for any loss or damage, whether direct or consequential, suffered by any person as the result of or arising from the reliance on the statements, information or opinions in the document.

## 1. PURPOSE

The purpose of these guide lines is to assist Event Organisers identify vulnerability of their community event to wildfire and to apply a risk management approach to mitigate or reduce the level of risk. It provides a logical decision making process to identify, analyse and determine the appropriate mix of fire management strategies to mitigate the likelihood and consequences from wildfires.

A vulnerable community event is defined as any organised group activity that could be directly and indirectly impacted on from wildfire. The extent of the impact is dependent on the size of the event and numbers attending, fuel type, fuel moisture, fuel loads within and surrounding the event, topography and weather conditions during the Fire Danger Period.

## 2. OBJECTIVES

1. Educate Event Organisers on the risk factors that may contribute to the vulnerability of their event from wildfire and the potential consequences.
2. Provide a step by step risk based decision making process and tools to allow Event Organisers to identify, assess and mitigate the risks from wildfire to a level that the Event Organisers are willing to accept.

## HOW TO USE THESE GUIDELINES

- Step 1** (section 3) – The first step to manage risk is to learn about the principles of risk management and how they can apply to community events.
- Step 2** (section 4) - The next step is to learn about the risk factors and how they may contribute to the vulnerability of a community event. To assist with this, the main risk factors have been broken into 4 main categories, climate, forest, grassland and human activity.
- Step 3** (section 6) During this step, we look at the need for establishing a safe assembly area where evacuation from an event may not be an option and what are the technical requirements to create a safe assembly area.
- Step 4** (section 7) - An important part of risk management planning for wildfire is to understand local CFA and DSE ability to support community events. This step helps Event Organisers to understand local fire brigade legal obligations to their community and response capabilities during the event planning process.
- Step 5** (section 8) – Another important step of the risk planning process is to ensure safe and easy access and egress from the event is provided for both those attending and emergency vehicles. This section looks at the physical environment, i.e. road conditions and recommended standards.

**Step 6** (section 9) – Having an understanding of steps 1 to 5 should help Event Organisers to commence the risk assessment process. Section 9 uses a scenario based approach to allow local knowledge and evidence based information and data to be collected and assessed to ensure local risk factors are considered and the unique characteristics of the event and its surroundings are incorporated into the process.

**Step 7** (section 10) – Step 7 provides a decision tree to guide Events Organisers to help them determine if the right mix of treatment strategies will be adopted to achieve an acceptable level of residual risk.

**Step 8** (section 11) – The final step of the process involves monitoring and reviewing and should commence at the start of the event planning process and continue through to the end. This will ensure risk planning; mitigation and treatment strategies will achieve an acceptable level of residual risk and ensure Event Organisers meet their legal obligations and duty of care.

**Note:**

***Fire in the open and all the elements which affect its behaviour are complex and cumulative and therefore can be confusing and difficult to understand for those who have limited knowledge or experience of wildfire. CFA and DSE understand this and to help us to meet Event Organisers needs and expectations and to ensure the guidelines assist you with providing a safe and regulatory compliant event, we are asking for your help by completing the feedback form provided at the end of these guidelines as Appendix A. The feedback sheets are designed to capture any concerns, comments (both positive and negative) and any recommendations you would like to make. Completed feedback forms can be mailed to:***

***CFA Barwon Coranagmite Area Office  
Attention – Manager, Community Safety  
P.O. Box 586  
North Geelong Vic 3215***

### 3. RISK MANAGEMENT APPROACH

Management of risk is an integral part of good business practices and quality event management. Understanding risk and learning how to manage it effectively enables Event Organisers to reduce hazards and risks by identifying and analysing issues which could threaten the event and providing a systematic way to make informed decisions to mitigate or reduce those threats to an acceptable level.

A structured risk management approach also enhances and encourages opportunities for continuous improvement through innovation and partnerships with councils, emergency services and other government agencies.

The principles of the risk management and process used for wildfire management planning in community events are as follows:

1. Identify risks
2. Analyse risks
3. Evaluate and priorities risks
4. Treat risk
5. Review and monitor risks

#### 3.1 Identify risks

Identify where, when, why and how wildfires could impact on the event which threaten life, property, your business or the environment. It is important to ensure all risks are identified so they are considered during the analysis process. Below is a list of hazards or risks which may or may not be relevant to your event:

- Bush or grass lands
- External threat from wildfire
- Ember attack
- Cumulative risk
- Direct flame attack
- Terrorism
- Radiant Heat
- Various ignition sources
- Crowd control during a fire
- Vehicle management
- Brigade/DSE response
- Vehicle access and egress

#### 3.2 Analyse risks

Risk analysis is about developing an understanding of the potential risks factors from wildfire. It provides an input to decisions on whether wildfire risks exist and therefore the most appropriate and cost-effective risk treatment strategies such as fuel management, establishment of a safe assembly area, staff training, firefighting resources etc. An important part of the analysis process is to determine consequences and likelihood and hence, the level of wildfire risk.

In practical terms, the analysis should consider the range of potential consequences, i.e. injury or loss of life, panic, property losses and how these could occur, from external fires, vehicles, arson, poor work practices etc. The risk assessment table on page 21 will assist with this process.

There are likely to be more hazards with potential risks that the Event Organiser can identify. By identifying all of the risks, Event Organisers will be able to determine the best course of action required to prevent injury or death to the occupants attending the event who will have an expectation that you are providing a safe place for public entertainment.

### **3.3 Risk assessment table**

It is important that Event Organisers use a recognised and logical process of risk management to establish exactly what the real hazards exist within and external to the event site. The risk assessment tables on page 21 and 22 are designed to measure likelihood and consequences against each of the potential risks that may exist.

Event Organisers should concentrate on the more likely or frequently occurring hazards and those risks with greater consequences in order to reduce those severities to acceptable levels.

### **3.4 Risk treatment**

Risk treatment involves identifying the range of options for treating wildfire risks, assessing these options and the preparation and implementation of treatment plans. Selecting the most appropriate option involves balancing the costs of implementing each option against benefits derived whilst ensuring compliance with the relevant legislations requirements and Event Organisers duty of care.

It is important to consider all direct and indirect costs and benefits whether tangible or intangible, and measure in financial or other terms. These costs will assist in determining priorities and ensuring the treatments are appropriate, achievable and acceptable to the Event Organiser.

### **3.5 Monitor and review**

Ongoing monitoring and review is essential to ensure that planning and treatments such as the Emergency Management Plan remain relevant and up to date. Factors that may affect the likelihood and consequences of an outcome may change, as many factors can affect the suitability or cost of the treatment options. It is therefore necessary that the timing of the management review cycle occur before each event as part of the normal pre-event planning process.

In relation to wildfire, CFA and DSE recommend that the monitoring of risk factors 1, 2 and 3 commence (refer page 7) 3 months before an event and that fire weather in conjunction with fuel conditions will be considered by the Event Organiser 3 days out from the event to determine if the event site and risk treatments are adequate for the level of wildfire hazards and risks. If the level of risk is considered unacceptable, the event will either have to be relocated to an alternative site, postponed or cancelled. Alternative sites must have a risk management process applied 3 months before the event as part of the Event Organisers contingency planning process.

## **4. APPLICATION OF RISK MANAGEMENT PROCESS**

Now that Event Organisers have an understanding of the risk management principles, the next step is to learn about the risk factors that may contribute to the vulnerability of your event. Once this is understood, Event Organisers should be able to apply the risk

management process to assist with making evidence based decisions and planning to prevent and mitigate their risks from wildfire.

#### **4.1 Identification of Contributing Risk Factors**

Contributing risk factors can be broken into 4 main categories:

1. Climate
2. Vegetative condition – Forest
3. Vegetative condition – Grassland
4. Human Activity

#### **4.2 Analysis of Contributing Risk Factors**

For the purpose of these guidelines wildfire is defined as uncontrolled fire from forest or grassland, and therefore has been broken into two categories: - forest and grassland. The contributing risk factors will affect fire likelihood and fire behaviour in both categories.

The severity and degree of effect on the risk factors varies according to the weighting of each and their inter-relationship. For example, in the case of a low Drought Index (DI), irrespective of the fuel load, there is a lower likelihood of fire occurring and therefore its consequences would be low. Alternatively a high DI with moderate fuel load significantly increases the likelihood of fire with high intensity, rapid rate of spread and potential for moderate to catastrophic consequences. DI is explained in more detail below.

The contributing risk factors also depend on their relationship to Climate and Vegetation condition which affects fire potential and behaviour. These conditions are described in greater detail later in the guidelines.

To assist in better understanding this inter-relationship in forest and grassland, these guidelines use Fire Danger Metrics to predict fire potential and behaviour against critical indices. The following sections provide technical information to help Event Organisers learn and better understand the contributing risk factors in relation to wildfire danger.

##### **4.2.1 CLIMATE**

##### **4.2.2 Rainfall**

The amount of rainfall recorded in a geographic location is a factor in grass fuel dryness, fuel loads and fuel availability. Contribution of rainfall is factored into Drought Index.

##### **4.2.3 Drought Index (DI)**

The Keech-Byram Drought Index provides a measure of the probable moisture content of the soil and vegetation through the recording of rainfall and evaporation loss. During drought conditions, accuracy of DI may be unreliable if there has been insufficient rainfall to allow sufficient ground saturation to allow for the Index to zero. DI can be obtained by contacting your local CFA or DSE regional office.

#### **4.2.4 Fire Danger Index (FDI)**

FDI is a measure of fire danger based on drought index, air temperature, relative humidity, and wind speed to assist with fire service preparedness both within the forest and grassland. This will vary over time.

### **4.3 Vegetation Conditions - Forest**

#### **4.3.1. Condition of Forest or Scrub**

Rainfall determines the moisture content of forest and scrub, for the purpose of a quick visual assessment, vegetation condition can be described as Wet, Damp, Dry, Tinder Dry.

#### **4.3.2 Forest Fuel Hazards**

Overall forest fuel hazard is defined as (the sum of the influence of) Bark Hazard + Elevated Fuel Hazard + Surface Fine Fuel Hazard. The Overall Fuel Hazard Guide (NRE - Third Edition 1999) is a good visual guide in assessing the hazards posed by Bark Fuel, Elevated Fuel and Surface Fine Fuel. A copy of the guide can be obtained by contacting your local CFA or DSE regional office.

Fuel loads will vary between Municipalities and from site to site. Therefore actual figures will need to be obtained each year from CFA or DSE. Monitoring of fuel hazard within and around the site must commence 3 months before the event and continue until 3 days out from the event.

#### **4.3.3 Forest Fire Danger Index (FFDI)**

The fire danger index is directly related to the chances of a fire starting, its rate of spread, intensity and difficulty of suppression according to various combinations of temperature, relative humidity, wind speed and both long and short-term drought effects.

The level of risk is determined when the Drought Index, State of Forest or Scrub Dryness and Forest Fuel Hazards, is assessed against air temperature, relative humidity and wind which provides a Forest Fire Danger Index (FFDI).

The Forest Fire Danger Meter Mk5 (CSIRO) has been used for the purpose of assessing fire potential in terms of occurrence, spread and growth.

Once the FFDI is determined, Table 1 on page 9 is a useful tool to assist in determining rate of spread, in kilometres per hour (R), flame height in metres (H) and average spotting distance in kilometres (S) against various fuel quantities. Fuel quantity is expressed in tonnes per hectare of combustible material less than six millimetres in diameter.

**Table 1 - Forest Fire Danger Meter Mk5 – CSIRO**

| Fuel Quantity (t/ha) | Fire Behaviour | Forest Fire Danger Index |      |      |      |      |      |      |            |            |      |            |      |      |
|----------------------|----------------|--------------------------|------|------|------|------|------|------|------------|------------|------|------------|------|------|
|                      |                | 5                        | 10   | 15   | 20   | 25   | 30   | 40   | 50         | 60         | 70   | 80         | 90   | 100  |
| 5                    | R (km/h)       | 0.03                     | 0.06 | 0.09 | 0.12 | 0.14 | 0.17 | 0.23 | 0.28       | 0.34       | 0.39 | 0.45       | 0.50 | 0.56 |
|                      | H (m)          | 0.3                      | 0.6  | 1.0  | 1.5  | 2.0  | 2.5  | 3.0  | 3.5        | 4.0        | 4.5  | 5.0        | 5.5  | 6.0  |
|                      | S (km)         | -                        | -    | -    | 0.1  | 0.2  | 0.3  | 0.6  | 0.8        | 1.0        | 1.2  | 1.4        | 1.7  | 1.9  |
| 10                   | R (km/h)       | 0.06                     | 0.12 | 0.18 | 0.23 | 0.29 | 0.34 | 0.45 | 0.56       | 0.67       | 0.78 | 0.89       | 1.00 | 1.11 |
|                      | H (m)          | 1.0                      | 2.0  | 3.0  | 4.0  | 5.0  | 5.5  | 7.0  | 8.5        | 10.0       | 11.0 | 12.0       | 13.0 | 14.0 |
|                      | S (km)         | -                        | -    | 0.2  | 0.4  | 0.6  | 0.8  | 1.5  | 1.7        | 2.1        | 2.5  | 3.0        | 3.4  | 3.8  |
| 15                   | R (km/h)       | 0.09                     | 0.18 | 0.26 | 0.35 | 0.43 | 0.51 | 0.68 | 0.85       | 1.02       | 1.18 | 1.35       | 1.52 | 1.68 |
|                      | H (m)          | 2.0                      | 3.5  | 5.0  | 7.0  | 8.0  | 9.5  | 12.0 | 14.0       | ←          | ←    | CROWN FIRE | →    | →    |
|                      | S (km)         | -                        | 0.2  | 0.6  | 0.9  | 1.2  | 1.5  | 2.2  | 2.8        | 3.4        | 4.1  | 4.8        | 5.4  | 6.0  |
| 20                   | R (km/h)       | 0.12                     | 0.24 | 0.36 | 0.48 | 0.60 | 0.72 | 0.96 | 1.20       | 1.44       | 1.68 | 1.82       | 2.16 | 2.39 |
|                      | H (m)          | 2.5                      | 5.0  | 7.0  | 9.0  | 11.0 | 13.0 | ←    | ←          | CROWN FIRE | →    | →          | →    |      |
|                      | S (km)         | 0.1                      | 0.5  | 0.9  | 1.3  | 1.7  | 2.2  | 3.0  | 3.8        | 4.7        | 5.6  | 6.4        | 7.2  | 8.1  |
| 25                   | R (km/h)       | 0.14                     | 0.30 | 0.45 | 0.60 | 0.75 | 0.90 | 1.20 | 1.5        | 1.80       | 2.10 | 2.40       | 2.70 | 3.00 |
|                      | H (m)          | 3.0                      | 7.0  | 10.0 | 12.0 | 14.0 | ←    | ←    | CROWN FIRE | →          | →    | →          | →    |      |
|                      | S (km)         | 0.1                      | 0.6  | 1.1  | 1.6  | 2.1  | 2.6  | 3.6  | 4.6        | 5.6        | 6.6  | 7.6        | 8.6  | 9.6  |

#### 4.3.4 Analysis of Forest Fire Risk

The first part of the analysis process to support decision-making is to determine if the risk is acceptable or unacceptable within the forest which could impact on an event. A worst case scenario based on Ash Wednesday type conditions should be used and are provided later in the guidelines.

An event during the winter months could be considered as an acceptable risk. Once the Fire Danger Period within a Municipality has been declared, it is reasonable to conclude the risk could be unacceptable and therefore may require a detailed risk assessment. If the risk is considered unacceptable, a detailed risk assessment of all contributing risk factors will need to be undertaken. A quick assessment to help determine if the risk is unacceptable is to determine if the local Forest Fire Danger Index has reached or exceeded 13 averaged over 7 days. This can be determined by contacting your local CFA Regional Office or DSE District Office. The risk assessment process commences on page 20.

## 4.4 Vegetation Condition - Grass Land

### 4.4.1 Fuel Curing

Fuel Curing is a measure of the life cycle of vegetation and varies from 0% (Green) to 100% (Very Dry). The greatest rate of change in the degree of curing and its effect on fire spread occurs when grass is between 75% and 90% cured. Critical Curing Values are between 80% and 85% at which uncontrolled grassfires can occur.

Rainfall determines the moisture content of grass prior to becoming 100% cured, for the purpose of a quick visual assessment, pasture conditions can be described as Green, Green Shoot, Dry, Very Dry.

| <b>Pasture Condition</b> | <b>% Cured</b> |
|--------------------------|----------------|
| Green                    | 0% - 30%       |
| Green Shoot              | 30% - 50%      |
| Dry                      | 50% - 75%      |
| Very Dry                 | 75% – 100%     |

### 4.4.2 Grass & Crop Growth

Fuel loads in grass lands and crops will vary, based on pre-fire season rainfall and usually range between 1 and 5 tonnes per hectare. For the purpose of visual assessment, they can be described as either: Poor, Fair, Good, or Abundant

| <b>Grass / Crop Growth</b> | <b>Fuel load (t/ha)</b> |
|----------------------------|-------------------------|
| Poor                       | 1 – 2                   |
| Fair 3                     |                         |
| Good 4                     |                         |
| Abundant 5                 |                         |

Note: Refer to Tables 4 and 5 for guidelines on rate of spread and flame height.

### 4.4.3 Land Fallowed Percentage

The percentage of land fallowed is useful in determining farming fuel loads and continuity of fuel which contributes to the potential fire risk in terms of size of fires and threat to major events surrounded by farming and grassland areas. Large areas of fallowed land would reduce the risk by providing a network of fuel breaks.

### 4.4.4 Grass Fire Danger Index (GFDI)

The contributing risk factors are fuel curing, fuel loads, air temperature, relative humidity and wind speed to provide a Grass Fire Danger Index (GFDI). The GFDI, whilst not directly related to rate of spread, is related to the chances of a fire starting, difficulty of control and the amount of damage it will cause. The Grass Fire Danger Meter – CSIRO Modified McArthur Mk4 Meter has been used for the purpose of assessing fire potential.

Fire potential is defined as rate of spread, flame height and suppression difficulty. The following three tables are useful in determining fire potential.

Table 3 - Grass Fire Danger Meter – CSIRO modified McArthur Mk4 meter

| Fire Danger Index | Fire Danger Rating | Difficulty of Suppression                                            |
|-------------------|--------------------|----------------------------------------------------------------------|
| 0 – 2.5           | Low                | Low. Head fire stopped by roads and tracks.                          |
| 2.5 – 7.5         | Moderate           | Moderate. Head fire easily attacked with water                       |
| 7.5 – 20          | High               | High. Head fire attack generally successful with water               |
| 20 – 50           | Very High          | Very High. Head fire attack may succeed in favourable circumstances. |
| 50 – 200          | Extreme            | Extreme. Direct attack will generally fail.                          |

This table will assist Event Organisers to get an understanding of the difficulty of extinguishing grass fires as the fire danger increases as a result of a fire temperature increasing, air moisture or relative humidity dropping and wind speed from the North and North West increasing. Direct attack means CFA or DSE fire appliances, usually fire tankers carrying between 2000 and over 3000 litres of water directly attacking the fire line or edge.

**Table 4 - Grassland Fire Danger Meter – Rate of Spread and Fuel Loads**

| Grassland Fire Danger (MCARTHUR MARK IV) | Rate of Spread (Km/h) | Fuel Load (t/ha) |      |      |       |       |
|------------------------------------------|-----------------------|------------------|------|------|-------|-------|
|                                          |                       | 1                | 2    | 3    | 4     | 5     |
| Low 0.1                                  |                       | 50               | 100  | 150  | 200   | 250   |
| Low 0.2                                  |                       | 100              | 200  | 300  | 400   | 500   |
| Moderate 0.5                             |                       | 250              | 500  | 750  | 1000  | 1250  |
| High 1.0                                 |                       | 500              | 1000 | 1500 | 2000  | 2500  |
| High 2.0                                 |                       | 1000             | 2000 | 3000 | 4000  | 5000  |
| Very high                                | 5.0                   | 2500             | 5000 | 7500 | 10000 | 12500 |

Table 4 builds on table 3 by providing a guide on potential fire intensities (kW/m) for various combinations of fuel load in tonnes per hectare and rate of spread in Kilometres per hour. The unshaded areas indicate it will be very difficult for CFA or DSE to successfully extinguish a fire with a fire tanker.

**Table 5: Flame Height**

Mean flame height in each pasture condition for various rates of spread is given in the table below. Flashes of flame may extend to twice these values.

| ROS (km/h) | Flame height (m) |                |                   |
|------------|------------------|----------------|-------------------|
|            | Natural Pasture  | Grazed Pasture | Eaten-out Pasture |
| 1 1.8      |                  | 0.9            | 0.3               |
| 6 3.1      |                  | 1.3            | 0.5               |
| 10 3.6     |                  | 1.5            | 0.7               |
| 20 4.4     |                  | 1.9            | -                 |

Table 5 completes the picture in understanding grass fire potential in terms of fire behaviour and difficulty to extinguish under certain conditions. Whilst the information is

intended for CFA and DSE planning, it provides a good indication to Event Organisers of the potential grass fire risk their event may be vulnerable to under certain conditions and difficulty to control or extinguish as fire danger ratings increase.

**Note:**

Tables 3 and 4 indicate a similar relationship in terms of Fuel Levels (t/ha), FDI's and suppression difficulty. Fires burning under very high to extreme FDI's are very difficult to suppress once fuel loads exceed 3 tonnes per hectare (t/ha).

This information highlights the need for Event Organisers to have flexibility built into their risk mitigation strategies to ensure they reflect the level of wildfire risk based on FDI's during the event.

#### **4.4.5 Analysis of Grass Fire Risk**

As per forest fire analysis, the first part of the analysis process to support decision-making is to determine if the risk is acceptable or unacceptable within the grassland which could impact on a major event.

An event during the winter months could be considered as an acceptable risk. Once the Fire Danger Period within a Municipality has been declared, it is reasonable to conclude the risk could be unacceptable and therefore may require a detailed risk assessment. A quick assessment to help determine if the risk is unacceptable is to determine if the local Grass Fire Danger Index has reached or exceeded 20 averaged over 7 days. This can be determined by contacting your local CFA Regional Office or DSE District Office. The risk assessment process commences on page 20.

## **5. HUMAN ACTIVITY**

### **5.1 Crowd size and management in the event of a wildfire threat**

History has shown that the numbers attending certain major community events in the Barwon Corangamite Area can reach up to 15 000. Effective management of such large numbers of people during a significant emergency is considered very difficult, and therefore requires a high level of expertise and enough trained personnel to maintain calm, provide effective leadership and implement strategies to manage all persons to ensure their safety and well being at all times.

Community events can create unique and significant challenges for Event Organisers, such as evacuating a site. When events reach significant numbers, it could take several hours to evacuate a site safely. That would mean any fire that is likely to impact on the site within that period would make evacuation an unacceptable risk.

In addition to this, any assessment for evacuation must consider the likelihood for panic, difficulties in providing safe egress to large numbers of cars by people of potentially varying degrees of intoxication or under the influence of other substances. If a wildfire poses spotting potential, spot fires on site would add to confusion and panic and could make suppression very difficult and dangerous. A significant consideration, specifically unique for wildfire, is the risk associated with driving in the vicinity of a wildfire. The majority of life loss, associated with wildfire occurs when people try to flee from the fire either on foot or within a vehicle. One option to manage this risk could be establishing a safe assembly area. Information regarding safe assembly areas can be found on page 13.

## **5.2 Alcohol and other substance consumption**

Such events are rarely alcohol free. The Event Organiser needs to consider that many of the attendees will be under the influence of substances that may impede their judgement. In the event of a wildfire people may be unable to drive and may panic more easily.

## **5.3. Tents, cars and their contents risk of ignition and fire spread.**

Large numbers of tents, cars and their contents can range from flammable to highly flammable and their close proximity to each other could allow for dangerous fire behaviour and spread and therefore would be very difficult to control. This situation could occur from spotting of a bushfire or other ignition sources within or external to the site.

## **5.4 Potential Ignition Sources**

Potential ignition sources could come from within major events or externally. They could include open fires for warmth or cooking, gas or electric fired BBQ's, smoking, flares, fireworks, poorly maintained exhaust systems, hot exhausts touching fine fuels and arson. External ignition sources in addition to those above could include unsafe work practices by adjoining property owners, i.e. welding and grinding, lightning, burn offs that escape containment lines to mention a few. The risk assessment process must consider all potential ignition sources to determine likelihood to identify reduction or preparation strategies to reach a level of acceptable risk.

## **6. SAFE ASSEMBLY AREA**

Event Organisers at community events where there is a risk of wildfire may need to provide a safe assembly area for all persons at the event, and must be able to minimise the risk of panic and attempts to self evacuate.

### **6.1 Definition of a safe assembly area**

A safe assembly area means a place designated for use by those attending a community event to shelter from a fire front which could pose a serious threat to life.

### **6.2 Assessment of need for a safe assembly area**

There are three elements to assess the need for a safe assembly area. The information from the risk assessment will assist:

- Identification of the risk of death/injury to people from wildfires.
- Establishing what other wildfire safety strategies have or might be adopted.
- Determination of whether a safe assembly area can be established either within the event site or near by where the community can easily and safely access.

The evidence and information developed in response to the following questions will enable Event Organiser to determine where:

- there is a need to establish a safe assembly area, or
- an existing facility within the event site is adequate.

## DETAILED QUESTIONS

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Questions                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | What evidence is available that a significant wildfire could occur within or external to the event site? |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Is the event exposed to serious wildfires?                                                               |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Could those attending the event be put at risk from a wildfire if they leave the event?                  |
| <p>The risk analysis process will assist in determining if an assembly area is necessary and a safe option for those attending the event.</p> <p>If it is determined a safe assembly area or areas is required, the following attributes are suggested as part of a decision making process to determine the location of a safe assembly area for the risk of wildfires.</p> <ul style="list-style-type: none"> <li>• Siting and fuel management</li> <li>• Design and construction</li> <li>• Water and fire fighting equipment</li> <li>• Capacity, availability and access</li> <li>• Facilities</li> <li>• Opening</li> <li>• Assessment of compliance with criteria</li> <li>• Maintenance of performance.</li> </ul> |                                                                                                          |

### 6.3 Performance criteria for a safe assembly area for wildfires

Safe assembly area should enable those at the event to survive the passage of a wildfire burning under extreme fire danger conditions similar to those experienced during Ash Wednesday which is described below. This may be achieved by managing the factors below.

Ash Wednesday occurred on the 16<sup>th</sup> February 1983 after 100 fires started and swept across Victoria and South Australia, killing 75 people and causing widespread damage. Locally, within the Surf Coast Shire, 3 lives were lost, 729 houses destroyed and 41,000 hectares burnt.

Prior to Ash Wednesday, most of Victoria had experienced a drought lasting ten months. Rainfall over winter and spring was very low, and summer rainfall for Victoria was up to 75% less than in previous years. Low rainfalls meant that there was little moisture in the soil (Drought Index 451) and water supplies in many places were almost dry.

On the day itself, a front, or band of cold air was located in the Great Australian Bight of the coast of South Australia. The front caused hot air from the centre of Australia to be driven southwards creating a hot, dry wind over Victoria. Temperatures in many places rose to over 40 Degrees Celsius, air moisture or relative humidity dropped to 11%. By comparison, the average humidity on a summer's day in Melbourne is 43%.

### 6.4 Siting and fuel management

The safe assembly area should not be impacted upon by direct flame contact or radiant heat sufficient to compromise the integrity or the survival of the people sheltering.

If the safe assembly area is a building, careful assessment and calculation of the necessary clear space around the building is required. CFA Wildfire Management Overlay

(WMO) applicant's kit, will assist to determine appropriate defensible space around a building. A WMO applicant's kit can be obtained by contacting your local CFA regional office.

If the safe assembly area is an area of open space where shelter is recommended, it must be clear of combustible material between that place and vegetation, as follows:

- For people on foot: a distance of at least ten times the height of the vegetation
- For people in cars: a minimum distance of 100m.

## 6.5 Design and construction

If a building, the safe assembly area should meet all relevant Building Regulations, including the Australian Standard, AS3959 *Building in Bushfire Prone Areas*. Contact your local municipal building surveyor for information on the method of assessing a site to enable a determination of the appropriate level of construction.

## 6.6 Water and fire fighting equipment

If a building, the safe assembly area must have equipment and water provided to allow event staff and/or fire service to extinguish ember ignitions on and around it.

This requirement is met if the following is provided:

- A reticulated or static water supply relevant to the wildfire risk, size of the safe assembly area and the number of people likely to shelter within the safe assembly area must be provided solely for fire-fighting (e.g. approved tank or dam), must have a diesel pump attached which provides adequate flow and pressure to fire fighting hoses.
- The water supply must be reachable with a 60m hose taking into account of potential obstructions to all sides of the building, the hose diameter must be not less than 19mm internal diameter.
- Fire brigade vehicles must be able to get to within 4m of the water supply.
- The water supply must be readily identifiable from the building, or appropriate signage must point to the water supply.
- All fixed above ground water pipelines and fittings, including water supply, must be constructed of non-corrosive and non-combustible materials, or protected from the effects of radiant heat and flame. Plastic tanks are considered combustible.
- If the static water supply is above ground the following additional standards apply:
  - At least one male coupling outlet to CFA specifications is required.
  - If less than 20m from the building, each outlet must face away from the building to allow access during emergencies.
- Basic building-defence fire fighting equipment must be provided:
  - Ladder(s) capable of reaching all parts of the external roof and internal roof cavity.
  - If on reticulated water, hoses to reach all parts of the building both internal and external. Hose diameter must not be less than 19mm internal diameter.

- A number of metal buckets and “woolly” mops suited to the size of the building.

## **6.7 Capacity, availability and access**

The safe assembly area must be able to provide shelter for the expected number of people at the event at all times there is the potential for significant wildfire in the area.

In considering the required capacity of a safe assembly area, the potential number of attendees should be taken into account, including such groups as:

- Elderly
- Disabled
- Substance effected people

The building or area must be designed to allow for those at the event to gain easy and safe access and allow for emergency vehicle access. The minimum design requirements are as follows:

- Curves in driveway must have a minimum inner radius of 10m.
- The average grade must be no more than 1 in 7 (14.4%).
- Dips must have no more than a 1 in 8 (12.5%) (7.1°) entry and exit angle.
- Access roads must be trafficable in all weather.
- Access roads must be constructed and maintained for a load limit of 15t.
- Access roads must provide a minimum trafficable width of 4m, and be clear of encroachments 4m, vertically.
- A turning area for vehicles close to the building must be provided.
- Access roads longer than 200m must have passing bays that are 20m long and must be provided every 200m, with a trafficable width of 6m.

## **6.8 Facilities**

The event organiser is responsible for the provision of a facility and other resources. The conditions at the safe assembly area should not be detrimental to the health of people who remain at the safe assembly area for several hours, bearing in mind the number of people likely to occupy it. A reliable supply of drinking water must be available for the expected number at the event. Other equipment which may be useful includes a first aid kit, battery operated radio, torches, a landline telephone and CFA listening set.

## **6.9 Assessment of compliance with criteria**

Compliance assessment of a safe assembly area with the performance criteria specified should be undertaken by an expert with assistance from a Municipal Building Surveyor or (if the safe assembly area is a building), the Municipal Fire Prevention Officer, CFA or DSE.

## **6.10 Maintenance of fixed performance**

Council should arrange regular inspection of any safe assembly area/s as part of the event permit process, to ensure that it continues to fulfil fixed performance criteria that are current from time to time.

## 7. BRIGADE / DSE RESPONSE TO MAJOR COMMUNITY EVENTS

CFA and DSE have statutory obligations under their respective Acts for the prevention and suppression of fires and protection of the environment and community from fires.

These commitments and CFA legislative requirements may prevent brigades' ability to guarantee their attendance at any community event. In the past, some Event Organisers have relied on local brigade attendance to meet the requirements of their Planning Permit under the Planning and Environment Act, Occupancy Permit under the Building Act and as part of the event Emergency Management Plan.

If a permit issued to a community event requires the local brigade to be in attendance at all times and the brigade receives an off-site emergency call and responds, the Event Organisers may find themselves in breach of one or a number of permit conditions and therefore would be exposed should an emergency occur due to the lack of fire brigade presence at their specific event.

To prevent this risk exposure to Event Organisers and the attendees of the event, CFA Barwon Corangamite Area has adopted a policy position that Events Organisers must not be dependent on local brigade attendance to meet their permit conditions or to form part of event emergency management plan, other than normal response from their station without the written permission of the Regional Operations Manager or Catchment Officer. Written permission must be obtained 3 months prior to the event.

This policy does not prevent brigades attending or participating in a community event as part of their normal community engagement or liaison activities. However it does mean their attendance must only be considered as a public relations exercise and therefore, whilst on site, are in addition to permit conditions in relation to event fire and emergency management arrangements.

## 8. PHYSICAL ENVIRONMENT (access, egress, road conditions)

Access and egress from the event site must be considered during the risk assessment process to ensure those attending the event are not put at risk from wildfire whilst entering or exiting the site. There must also be provision for emergency services to be able to quickly access the event site. To achieve this, Event Organisers should discuss, with Council, roadside fuel management leading up and during the event and traffic management.

To ensure emergency services access, particularly fire appliance, access roads and driveways must meet the following criteria:

- The average grade must be no more than 1 in 7 (14.4%).
- Dips must have no more than a 1 in 8 (12.5%) (7.1°) entry and exit angle.
- Access roads must be trafficable in all weather.
- Access roads must be constructed and maintained for a load limit of 15t.
- Access roads must provide a minimum trafficable width of 4m, and be clear of encroachments 4m, vertically.

## 9. RISK ASSESSMENT

Having analysed the contributing risk factors associated with likelihood and severity, the next step is to apply the assessment process. The assessment will assist Event Organisers to determine the risk to the event and event site and if unacceptable, how the risk can be reduced or mitigated to achieve a level of acceptable risk.

To assist with completing the risk assessment table, a local climate and vegetation data table has been provided on page 19 to provide context and allow for local information to be collected relevant to the event site. This data can be obtained by contacting your local CFA or DSE regional office. The data from this table can then be used to complete the fire behaviour prediction table which is designed to assist with determining likelihood for 3 separate fire danger ratings and therefore assist with determining the various levels of risk and risk mitigation treatments.

Once the fire behaviour prediction table has been completed, the information should be applied to the risks assessment process using the following scenario:

*“A bush or grass fire starts 10 – 15 Km’s North and West of the event or event site on a day which has moderate, high and extreme fire danger rating at 3 O’clock in the afternoon”.*

As an example and to assist with completing the prediction table, a fire prediction based on a scenario using a similar Forest Fire Danger Index and example of fire behaviour during the Ash Wednesday fires in the Otways has been completed on page 20.

### **Why Use Ash Wednesday Fire Behaviour Conditions.**

Whilst Australia is considered one of the most wildfire prone areas in the world, in the past, wildfires as severe as Ash Wednesday were considered to occur six to ten times a century. The effects of climate change however have seen similar conditions to those leading up to Ash Wednesday occur on much more regular basis. Ash Wednesday was categorised as 1:45 year bushfire weather. Latest climate change predictions include that Ash Wednesday wildfire conditions may become less than a 1:5 year occurrence.

### 9.1 Local Climate and Vegetation Risk Evaluation Table

| Local Climate and Vegetation                                                             | Data                                                                                                                                                 |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Drought Index (DI)                                                                       | Current DI: Forest / Grass –<br>Trend: DI's increasing / Decreasing.                                                                                 |
| Rainfall                                                                                 | Rainfall over the last 12 months =                                                                                                                   |
| State of event site – i.e. moisture of fuels                                             | Around site and north, west and south, Fuel Moisture Content (FMC) ranges from % along main access routes<br>FMC Trend over a 4 week period<br>Note: |
| Forest Fuel Hazards (Over all Fuel Hazard Guide)                                         | Low, Moderate, Extreme                                                                                                                               |
| Forest Fuel Loads                                                                        | Tonnes Per Hectare                                                                                                                                   |
| Grass Fuel Hazards ( CSIRO Grassland Spread Meter)                                       | Natural Pasture, Grazed Pasture, Eaten-out Pasture                                                                                                   |
| Grass Fuel Loads                                                                         | Tonnes Per Hectare                                                                                                                                   |
| Likelihood of a fire becoming uncontrollable , (i.e. crown fire, FDI of High or greater) |                                                                                                                                                      |
| Likelihood of a fire impacting on the site.                                              |                                                                                                                                                      |
| Likelihood of first attack success                                                       | In percentage (%)                                                                                                                                    |

**Important Note: Prediction table must be completed 3 days prior to the event to determine if the event is safe to proceed, to be relocated to the alternative site or cancelled.**

## 9.2 Fire Behaviour Prediction Table

| Fire Danger rating | Temp  | RH | Wind | DI  | Slope | t/ha | FDI           | Spot km  | F HT M | ROS Km/h |
|--------------------|-------|----|------|-----|-------|------|---------------|----------|--------|----------|
| Extreme            | 40 11 |    | 65   | 451 | 20    | 25   | >100 (forest) | 10 Crown | Fire   | 10       |
| High               |       |    |      |     |       |      |               |          |        |          |
| Moderate           |       |    |      |     |       |      |               |          |        |          |

## 9.3 Risk Assessment Process

1. Identify relevant risk factors for the major event been assessed, delete if not applicable and insert if not listed.
2. Assess likelihood of risk factors occurring (refer likelihood table on page 23).
3. Insert Likelihood score.
4. Assess consequences using qualitative measures (refer consequences table on page 24).
5. Insert consequences score.
6. Add likelihood and consequences score to determine the risk rating for individual risk factors.
7. Determine the level of risk for weighting No 1 (Red), which assesses fire danger levels, site impact. and CFA/DSE capacity by adding the risk ratings together and dividing by the number of factors assessed.
8. Repeat for weighting No 2 (Orange) which assesses human activity.
9. Determine the overall risk rating by adding weighting No 1 and weighting No 2 and dividing by 2. Note: weighting 1 and 2 can be assessed either separately or together.
10. Refer to risk assessment matrix on page 21 to assess level of risk. This is done by matching the totals for likelihood (vertical scale) with consequences (horizontal scale) on the risk assessment matrix, i.e. likelihood of 3 and consequences of 4 = a risk rating of 7. Then apply the color to the risk rating chart.
11. Assess acceptable or unacceptable of risk rating by using the risk treatment process.

## 9.4 Risk Assessment Table 1

| Risk Factors                                                    | Specific Risk                                                                                     | Description of Risk                                                                                 | Likelihood (A) | Consequences (B) | Risk Rating (A + B) |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------|------------------|---------------------|
| <b>Weighting No 1 – Fire Danger Levels and CFA/DSE Capacity</b> |                                                                                                   |                                                                                                     |                |                  |                     |
| Forest                                                          | FFDI                                                                                              | Bushfire occurring within 1km – 15kmn of the site                                                   |                |                  |                     |
| Ember attack                                                    | FFDI                                                                                              | Bushfire ember attack impacting to site                                                             |                |                  |                     |
| Direct flame attack                                             | FFDI                                                                                              | Bushfire direct flame attack impacting to site                                                      |                |                  |                     |
| Site impact                                                     | FFDI                                                                                              | Festival site been in the path of a bushfire.                                                       |                |                  |                     |
| Grass                                                           | GFDI                                                                                              | Grassfire occurring within 1 – 25km from the site                                                   |                |                  |                     |
| Site Impact                                                     | GFDI                                                                                              | Festival site in the path of a grassfire.                                                           |                |                  |                     |
| Brigades /DSE first response.                                   | Response                                                                                          | CFA/DSE inability to provide adequate local response to a fire threat within 10 minutes.            |                |                  |                     |
| Brigades/DSE Further response                                   | Response                                                                                          | CFA/DSE inability to provide adequate support to local response to a fire threat within 20 minutes. |                |                  |                     |
| Brigades/DSE response.                                          | Suppression Difficulty                                                                            | First attack failing.                                                                               |                |                  |                     |
| Physical environment                                            | Access & egress                                                                                   | Risk to emergency vehicles accessing the site and to people leaving the site.                       |                |                  |                     |
| Totals                                                          | <b>Add Likelihood and Consequence together and divide by the number of risk factors assessed.</b> |                                                                                                     |                |                  |                     |

### Note:

**To ensure accurate response times for local and supporting CFA/DSE appliances and crews, advice from CFA Catchment Officer or DSE Fire Officer should be sought. Local and support response times could significantly change if CFA/DSE appliances and crews are committed else where.**

## 9.5 Risk Assessment Table 2

| Weighting No 2 – Crowd Management      |                                                                                                   |                                                                                                                 |  |  |  |
|----------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--|--|--|
| Human Activity                         | Ignition sources within site.                                                                     | The risk of a fire starting within the event site and spreading beyond the site.                                |  |  |  |
| Human Activity & Lightening            | Ignition sources external to site                                                                 | The risk of a fire starting external to the event and impacting on the site.                                    |  |  |  |
| Human Activity                         | Ignition and fire spread from tents                                                               | The risk of a fire starting and spreading from tents.                                                           |  |  |  |
| Human Activity                         | Ignition and fire spread from cars                                                                | The risk of a fire starting and spreading from cars.                                                            |  |  |  |
| Assembly Area                          | Safe Assembly Area                                                                                | Designated assembly area coming under treat from smoke, embers and ash                                          |  |  |  |
| Assembly Area                          | Safe Assembly Area                                                                                | Designated assembly area coming under treat from radiant heat and direct flame attack.                          |  |  |  |
| Exposures                              | Risk to out buildings                                                                             | Structures and temporary structures close to the assembly area impacting on assembly area if ignited by embers. |  |  |  |
| Crowd Management                       | Under the influence of substances                                                                 | People being under the influence of a substance, i.e. alcohol or drugs.                                         |  |  |  |
| Crowd Management                       | Panic                                                                                             | People reaching a level of fear that they would become unmanageable.                                            |  |  |  |
| Crowd Management                       | Self evacuation                                                                                   | People trying to self evacuate either on foot or in their car.                                                  |  |  |  |
| <b>Total</b>                           | <b>Add likelihood and consequence together and divide by the number of risk factors assessed.</b> |                                                                                                                 |  |  |  |
| <b>Total weighting 1 + weighting 2</b> | Weighting 1 + weighting 2, divide by 2 = Overall risk rating                                      |                                                                                                                 |  |  |  |

**Note:** Likelihood + Consequences = Risk Rating. i.e., Likelihood (unlikely) 2 + Consequences (moderate) 3 = Risk Rating 5 (Low risk). Once the risk rating has been determined, refer to risk treatment process to determine the appropriate treatment or mix of treatments to reduce the risk.

**9.6 Table - Likelihood Table (Qualitative Measures)**

| <b>Risk Score</b> | <b>Risk Rating</b> | <b>Description</b>                                    |
|-------------------|--------------------|-------------------------------------------------------|
| <b>5</b>          | Almost<br>Certain  | The event is expected to occur in most circumstances  |
| <b>4</b>          | Likely             | The event will probably occur in most circumstances   |
| <b>3</b>          | Moderate           | The event should occur at some time                   |
| <b>2</b>          | Unlikely           | The event could occur at some time                    |
| <b>1</b>          | Rare               | The event may occur only in exceptional circumstances |

### 9.7 Consequences / Impact (Qualitative Measures)

| <b>Consequences</b>         | <b>Insignificant - 1</b>                                            | <b>Minor – 2</b>                                    | <b>Moderate – 3</b>                                                                       | <b>Major – 4</b>                                               | <b>Catastrophic - 5</b>                                   |
|-----------------------------|---------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------|
| <b>Injuries</b>             | No injuries                                                         | Small number of injuries                            | Moderate number of injuries                                                               | Extensive injuries                                             | Large number of severe injuries                           |
| <b>Fatalities</b>           | No fatalities                                                       | No fatalities                                       | No fatalities                                                                             | Fatalities                                                     | Significant fatalities                                    |
| <b>Medical Treatment</b>    | Self administered treatment                                         | First aid treatment required                        | Medical treatment required, some hospitalisation                                          | Significant hospitalisation                                    | Extended and large numbers requiring hospitalisation      |
| <b>Displacement</b>         | Small number or no people are displaced and only for short duration | Some displacement of people (<24hrs)                | Localised displacement of people (<24hrs)                                                 | Large number displaced (>24hrs)                                | General and widespread displacement for extended duration |
| <b>Personal Support</b>     | Little or no personal support required (not monetary or material)   | Some personal support required                      | Personal support satisfied through local arrangements                                     | External resources required for personal support               | Extensive personal support                                |
| <b>Damage</b>               | Inconsequential or no damage                                        | Some damage                                         | Localised damage that is rectified by routine arrangements                                | Significant damage that requires external resources            | Extensive damage                                          |
| <b>Disruption</b>           | Little or no disruption to community                                | Some disruption (<24 hrs)                           | Normal community functioning with some inconvenience                                      | Community only partially functioning, some services available  | Community unable to function without significant support  |
| <b>Environmental Impact</b> | Mo measurable impact on environment                                 | Small impact on environment with no lasting effects | Some impact on environment with no long term effect or small impact with long term effect | Some impact on environment with long term effects              | Significant impact on environment and/or permanent damage |
| <b>Financial Loss</b>       | Little or no financial loss                                         | Some financial loss                                 | Significant financial loss                                                                | Significant financial loss, some financial assistance required | Event organisers going out of business                    |

### 9.8 Risk Assessment Matrix

Use the risk-rating matrix to combine the likelihood and consequences ratings based on the results from the risk assessment Table. This can be done for individual risk factors, individual weightings or overall risk rating.

#### Consequences

| Likelihood          | Insignificant<br>1 | Minor<br>2 | Moderate<br>3 | Major<br>4 | Catastrophic<br>5 |
|---------------------|--------------------|------------|---------------|------------|-------------------|
| Almost Certain<br>5 | 6                  | 7          | 8             | 9          | 10                |
| Likely<br>4         | 5                  | 6          | 7             | 8          | 9                 |
| Moderate<br>3       | 4 5                |            | 6             | 7          | 8                 |
| Unlikely<br>2       | 3 4                |            | 5             | 6          | 7                 |
| Rare<br>1           | 2                  | 3 4 5      |               |            | 6                 |

## 9.9 Risk Rating Chart

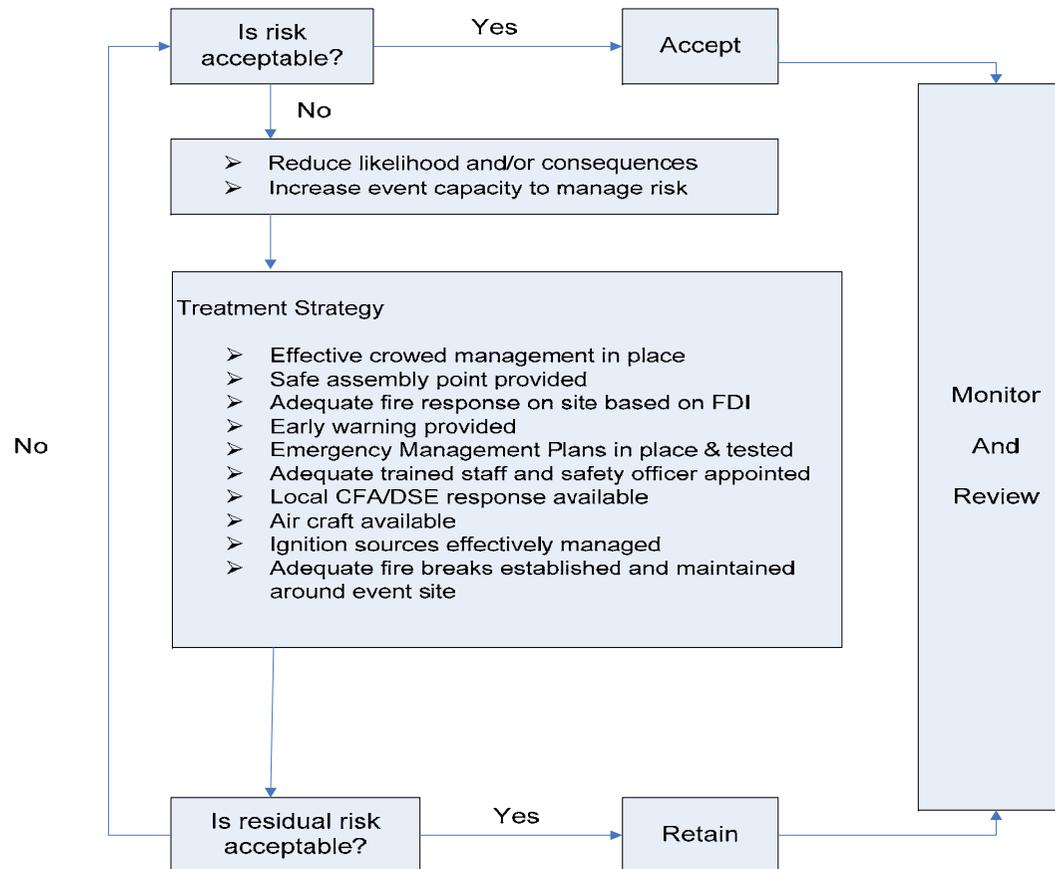
|                                                                                   |                          |                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>High risk:</b>        | Large fire extremely difficult to control is likely to occur. Fire will threaten life and will have major to catastrophic impact to community event. This level of risk is considered unacceptable |
|  | <b>Significant risk:</b> | Medium to large fire difficult to control may occur. Fire may threaten life and will have moderate to major impact to community event. This level of risk is considered unacceptable.              |
|  | <b>Moderate risk:</b>    | Small to medium fire may occur but likely to be controlled. Fire unlikely to threaten life; may have minor to moderate impact to community event.                                                  |
|  | <b>Low risk:</b>         | Small fires may occur and first attack likely to be successful without threat to life; will have insignificant to minor impact to community event.                                                 |

### Note:

**Risk rating chart is based on CFA/DSE responding from their home location and does not factor in response capabilities or other risk mitigation treatments and strategies put in place by Event Organisers. Once the level of risk (risk rating) from wildfire is determined, Event Organiser can commence the risk treatment process to determine how best to mitigate the risk to achieve a level of acceptable residual risk. Existing risk mitigation strategies may be sufficient and therefore this process could be used for verification purposes only. If an acceptable risk cannot be achieved, either an alternative site must be considered or the community event must be postponed or cancelled.**

## 10. RISK TREATMENT PROCESS

The decision tree set out below can be used as a guide when assessing risk treatment options in order to arrive at an acceptable level of residual risk. After risks have been reduced, there may be residual risk. If at the completion of this process, a residual risk is not considered acceptable, the risk treatment process will need to be repeated.



### Note:

Responsibility for the implementation of all conditions and requirements prior to and during the event, the regular review and monitoring of control measures and risk mitigation treatments during the festival is the responsibility of the Event Organisers with assistance and support from fire services, Municipalities and other Government agencies.

## 11. MONITOR AND REVIEW

Technical support from CFA, DSE, Municipalities and other Government Agencies may be required to ensure Event Organisers planning process takes into consideration the risks from wildfires by applying the risk management approach. To facilitate this, CFA and DSE advocates an event committee chaired and facilitated by Council with representation from each of the emergency service, Government agencies and relevant Council Officers to assist and support Event Organisers meet their legal obligations and duty of care.

This committee should have the authority to place conditions on Event Organisers through permits and have the power to relocate, postpone or stop an event from proceeding if the risk from wildfire or other emergencies is considered unacceptable. This committee could be considered a sub committee of the Municipal Emergency Management Committee or Municipal Integrated Fire Management Committee when established.

These guidelines presents one of a number of risk management approaches to identify, analyse, assess and develop treatments that mitigate the risk to achieve an acceptable level of residual risk. The method used is up to each individual Event Organiser, however should be based on sound risk management principles espoused in Australian / New Zealand Standard (AS/NZS 4360:2004).

Whatever risk management method is used, the review process should coincide with planning and occupancy permit applications on an annual basis to ensure the wildfire risk mitigation strategies and treatments reflect the current climate and vegetation conditions. Each Municipality should consider requesting from an Event Organiser, a wildfire risk management plan based on 3 credible scenarios with each permit application which include risk management strategies to mitigate the risk for each scenario to achieve an acceptable level of residual risk.

CFA, DSE, Work Safe and Police should be consulted as part of the Municipal permit approval process to ensure the Wildfire Risk Management Plan accurately reflect risks associated with each individual event and to verify risk mitigation strategies are adequate and achievable.

## REFERENCES

- P. Cheney & A. Sullivan (1997) Grass Fires, fuel, weather and fire behaviour
- Natural Resources & Environment (1999) Overall Fuel Hazard Guide
- CSIRO (1992) Forest Fire Danger Meter Mk5
- CSIRO (1997) grassland Fire Danger Meter (CSIRO – modified Mk4 meter)
- Emergency Management Australia (2000) Emergency Risk Management (Application Guide).
- Region 7 Pre-Summer Briefing October 2006
- OESC Fire Refuges In Victoria – Policy and Practices 2005

**Appendix A**  
***Guidelines on the Application of a Wildfire Risk Management Approach to  
Community Events  
Feedback***

Country Fire Authority (CFA) and Department of Sustainability and Environment (DSE) values your feedback and uses it to ensure that the delivery of wild fire safety continues to be targeted and accessible. CFA acknowledges that the Community Event sector constitutes a special interest group that requires specifically tailored treatments to manage their hazards and risks.

The CFA & DSE Guidelines are a wildfire safety tool that has been specifically developed to support Event Organisers. It has been designed to assist users to work through a process that helps them better understand their wildfire hazards and risks and how to best mitigate them using a self learning process.

Does the layout of the Guidelines make it easy to use? Please comment

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Are the contents of the Guidelines relevant and useful to the development of your Risk Management and Emergency Management Plan? Please comment

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Does the Guidelines provide all the necessary information to help you understand your hazards and risks so you can come up with the right mix of treatments to mitigate those hazards and risks to an acceptable level? Please comment

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Is there any part of the Guidelines that you found to be confusing in the information it provides? Please comment

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Is it presented in a way that is clear and accessible? Please comment

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If CFA and DSE ran workshops to assist you to understand and apply the guidelines, would you attend? Please comment

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If a fee paying training course was specifically developed and delivered by a private training provider to assist event organisers to understand and apply a risk management process to ensure your event are safe and regulatory compliant, would you attend? Please comment

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Is there anything missing from the Guidelines you would like to see included? Please comment

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Any other comments?

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Once again CFA and DSE would like to thank you for your time. We value your contribution to this project.

**OM081612-6 APOLLO BAY P-12 SWIMMING POOL AND STADIUM**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Marg Scanlon                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00374     |

**Purpose**

This report is provided to Council for the purpose of information only pertaining to the Apollo Bay P-12 College Swimming Pool and Stadium and the current contract improvement works.

**Background**

The Apollo Bay Pool is an outdoor 25 metre six lane pool located in close proximity to the Indoor Stadium which is a single court stadium with supporting infrastructure including toilets and change rooms, storage and kit chenette. This facility is located on the Department of Education and Early Childhood Development land. The existing Apollo Bay outdoor pool was officially opened in 1982 and the facilities are considered aged in terms of their long term capacity to continue to function as a community facility.

Council have had a joint use agreement with the Apollo Bay College previously regarding community access to the facilities and Council's roles and responsibilities with regard to the facility maintenance and capital development. The facilities are managed by a Facility Committee comprising College, community and Council representatives.

The Apollo Bay P-12 College successfully received funding through the Department's Community Facilities Funding Program to undertake improvements. This funding allocation is reliant on Council contribution to the project. As a result of this funded project a new Development and Joint Use Agreement has been developed and endorsed by both parties.

Council agreed to contribute \$170,388 in 2006/07 (over two financial years) towards the improvements to the Apollo Bay Pool and Stadium as a contribution to the total project in partnership with the Department of Education and Early Childhood Development. The project includes the following works;

- Upgrade the solar heating equipment
- Purchase a pool cover and rollers to retain pool water heat.
- Upgrade centre roof including cladding and steelwork

The works commenced early 2008 and are proposed to be completed by the end of December 2008. During the works the project contractors identified unforeseen issues with the existing structure including asbestos and no girder supports above the Stadium entrance and exit doors. These items have resulted in project cost variations.

From an operational perspective Council will manage the facility during community access hours. At this stage the facility will be accessible to the public from 5 January 2009. However this is reliant on the completion of the construction works and the successful recruitment of the necessary staff to supervise the pool. The management and operations of the facility during community access is being arranged by Bluewater Fitness Centre management who have been working closely with the College Principal over recent weeks to achieve necessary progression.

The capital works project and the associated contract is being managed by the Apollo Bay P-12 College Principal.

**Corporate Plan/Other Strategies/Policy**

This project is consistent with Council's Plan.

**Issues/Options**

Council has had a standard Department of Education and Early Childhood Development agreement with the Apollo Bay P-12 College with regard to community access to both the swimming pool and the stadium since its construction (some thirty years). This agreement defines Council's role and responsibilities with regard to facility management, operation and maintenance. Specifically Council are required to participate on the Apollo Bay Swimming Pool and Stadium Committee and contribute 40% of maintenance costs.

The current project works and the associated funding secured from the DEECD for this project results in the development of a new agreement between the Department and Council. The new agreement indicates that any variations to the contracted project works are to be discussed and agreed to by both parties with both parties to determine funding for the variations. In the case of the current project the Department expects the College and the Council to resolve the project variation and the associated costs without expectation for Department contributions.

**Proposal**

This report is provided for information only.

**Financial and other Resource implications**

Over recent years Council have contributed financially to maintenance works consistent with the agreement (40% of total maintenance costs). In 2006 Council in partnership with both the Lavers Hill and Apollo Bay College engaged Life Saving Victoria to undertake facility audits. Council met the cost of these audits which also included Bluewater Fitness Centre.

The purpose of these audits is to determine the facility and operational needs acknowledging both are accessible to the general public and are required to comply with industry guidelines. In addition Council have contributed to the cleaning and lifeguard costs for the Apollo Bay pool which equate to approximately \$10,000 annually. It is a requirement of the agreements between Council and the two College's to have a facility 3-5 year business plan. The purpose of these plans is to assist both Council and the College with the financial, maintenance, capital works and operational planning for the facilities.

The current project works are separate to maintenance works and have been funded separately through Council, the College and the Department through their Community Facilities Funding Program.

**Risk Management and Compliance Issues**

In 2006/2007 a Royal Life Saving Society Audit was undertaken on the Apollo Bay Pool for the purpose of identifying the compliance requirements. This audit and the subsequent works required are being considered in light of the intention to open the facility to the public early in 2009.

Council Officers were advised late November 2008 by the Apollo Bay College Principal that asbestos and other facility unforeseen works issues had been detected by the Project Contractors. The need to deal with the asbestos was determined by the necessity to remove and replace ceiling panels. The project works were nearing completion at this stage and subsequently works had progressed too far not to deal with the asbestos. Acknowledging this facility is used by College students and the general public for sporting and community

recreation there was significant legal, occupational health and safety risks in not addressing the asbestos at this time.

The other unforeseen works issue includes the need for lintels to be installed above each of the entry and exit doors to the stadium. This has resulted in additional works not previously included in the project costs.

Given the progression of the project works there was not the opportunity to cut back on any of the project components to reduce costs. Subsequently additional costs will be incurred for the additional works required for the treatment of the asbestos and the installation of lintels.

**Environmental Considerations**

Environmental aspects are being considered as a part of the audit and the subsequent works.

**Communication Strategy/Consultation**

The draft joint use agreement between Council and the Department was presented to Council in May 2008 for consideration. Council endorsed the signing of the agreement.

The Bluewater Fitness Centre Manager and the Apollo Bay P-12 College Principal maintain communication regarding the project works and operational aspects of the facility in preparation for the forthcoming summer season.

**Implementation**

The project works are to be completed before Christmas.

**Recommendation**

***That Council receive the updated report on the Apollo Bay P-12 College Swimming Pool and Stadium and note the additional contribution required by Council to the project.***

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OM081612-7 WINGEEL AND WARRION TENNIS COURT PROPOSED SALE OF LAND

AUTHOR:	Marg Scanlon	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	GEN 00374

Purpose

The purpose of this report is to provide Council with updated information pertaining to the Wingeel and Warrion Tennis Courts and to seek endorsement to commence proceedings for the proposed sale of both parcels of land.

Background

Both the Wingeel and the Warrion Tennis Court sites had been used for the purpose of tennis up until some five years ago.

The Wingeel Recreation Reserve located at 270 Barunah Plains Road Wingeel is land locked with the surrounding land owned by a single neighbour. The total reserve land area is 4,047 sq metres.

The Wingeel Recreation Reserve comprises two asphalt tennis courts and infrastructure including participant shelter and court fencing. The materials on site are aged and are not appropriate for reuse at other public facilities. It is proposed these materials would remain on site for inclusion in the sale.

The Wingeel Tennis Courts were audited as a part of the 2004 Tennis Facilities Audit, which identified that the tennis facilities were inadequate for competition standards. It was identified if improvement works were undertaken the club would only use the facilities for casual or training purposes and not for competition. The audit identified improvement works would cost in the vicinity of \$20,000.

In June 2007, Wingeel Recreation Reserve Committee advised Council in writing that the Committee moved a motion to dissolve the Committee. Council's Recreation Unit had been aware of the likelihood of this through previous communication with the Committee Secretary. The Committee indicated that the adjoining land owner indicated his interest to purchase the land.

The Warrion Tennis Club Inc is located at 25 Glen Street Warrion and the infrastructure is no longer suitable for public use.

The Warrion Tennis Courts were included in the 2004 Tennis Facilities Audit, which identified that the tennis facility was a defunct site. In April 2007, the Warrion Tennis Club Inc. trustees wrote to Council requesting the transfer of the Warrion Tennis Club Inc. land to Council. A transfer of land has been issued.

Corporate Plan/Other Strategies/Policy

This proposal is being administered in accordance with Council's Sale of Council Land Policy. The proposed sale of both the Wingeel and the Warrion Tennis Courts is consistent with the 2004 Tennis Facilities Audit and the subsequent works program.

Issues/Options

Correspondence was received from Noel McIntosh on 28th July 2008 detailing interest for the Wingeel Fire Brigade to utilise the land as a stand by area for fire trucks in the fire danger period. Council wrote to Mr McIntosh and provided him with an opportunity to consult further and discuss the proposal with the Country Fire Authority and the Wingeel Fire Brigade. No further correspondence was received and no further interest has been received from the Wingeel Fire Brigade.

There are two options:

1. Council to retain the two sites acknowledging ongoing maintenance and insurance would be required.
2. Commence proceedings for the sale of the two sites acknowledging the sites are no longer suitable or required for community recreation purposes.

Proposal

It is proposed that the formal sale of Council land process commence which will require a valuation of the land being undertaken and a period of community input in accordance with Section 223 of the Local Government Act.

Financial and other Resource implications

It is assumed that all costs incurred as a result of this process will be recouped through the sale of the land.

If both sites are retained by Council ongoing maintenance and insurance costs would be incurred.

Risk Management and Compliance Issues

The most significant risks exist with in the retention of the land without ongoing maintenance to the infrastructure. Both sites are without resident clubs and are in need of significant repair works if to be retained for any public purposes. The materials on the site including aged fencing and asphalt in disrepair are to remain on site and to be included in the sale.

Before selling the land Council will need to obtain a valuation of the land. The valuation of the land needs to be made not more than six months prior to the sale.

Environmental Considerations

The Wingeel and Warrion Tennis Courts are not active sporting facility sites and the existing aged infrastructure is an impediment to the local environments. The demise of these facilities will not significantly impact on sport participation levels as there are alternative venues and options within the area including Beeac, Eurack and within the neighbouring Golden Plains Shire.

If left as they are these facilities will be at greater risk regarding vegetation growth, fire and vandalism risks.

Communication Strategy/Consultation

Both the Warrion and Wingeel Tennis Court Reserve Committee's have corresponded with Council as to their intentions and have maintained contact in progressing this process.

In accordance with the Council's Sale of Council Land Policy if the sale of land is endorsed further notifications would be advertised.

Implementation

If endorsed, it is proposed that the process to proceed with the sale of the Wingeel and Warrion Tennis Court Reserves would proceed immediately.

Conclusion

It is appropriate that the process for the sale of the Wingeel and Warrion Tennis Court Reserves commences including the required consultation process.

Recommendation

That Council support the commencement of the process for the sale of the Wingeel and Warrion Tennis Reserves in accordance with Council's Sale of Council Land Policy.

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**OM081612-8 COUNCILLOR AND MAYORAL ALLOWANCES AND RESOURCING**

|             |                                  |           |            |
|-------------|----------------------------------|-----------|------------|
| AUTHOR:     | Colin Hayman                     | ENDORSED: | Jack Green |
| DEPARTMENT: | Corporate and Community Services | FILE REF: | GEN0460    |

**Purpose**

The purpose of this report is to provide information to Council on the levels for Councillor and Mayoral allowances. A Council must review and determine the level of the Councillor allowance and the Mayoral allowance within the period of 7 months after a general election.

At the Council meeting held on 22 June 2005 it was resolved:

- “1. That Council recommend an annual Councillor allowance of \$15,000 for the period 1 July 2005 to 30 June 2009 unless a review is carried out under Section 74 of the *Local Government Act*.
2. That Council recommend an annual Mayoral allowance of \$45,000 for the period 1 July 2005 to 30 June 2009 unless a review is carried out under Section 74 of the *Local Government Act*.”

**Review**

During 2007 a review into Council remuneration was carried out by a Panel appointed by the State Government.

The Panel made a number of recommendations covering the following:

- Adequacy of the quantum of allowances;
- Three category model;
- Adjustment of allowances;
- Expenses, guidelines and resources support for Mayors and Councillors;
- Changes to the *Local Government Act* 1989.

The review also recommended that the levels of the allowance are reviewed on an annual basis.

**Local Government Act**

Following on from the review various changes have been made to the *Local Government Act* with respect to Councillor allowances consistent with above.

- The Minister must, at least once every year, review the allowance category for each Council.
- The Minister must, at least once every year, review the limits and ranges of Councillor and Mayoral allowances.
- A Council must increase Councillor and Mayoral allowances in accordance with the adjustment factor specified.

**Quantum of Allowances**

On the 27 November 2008 the Governor in Council issued an Order in Council for Local Government Councillor and Mayoral Allowances.

A letter has also been received from the Acting Executive Director Local Government Victoria regarding allowances.

**“Allowances in Two Parts**

Allowances are now comprised of two parts:

*Part A – Lower and upper range limits and levels of allowances for Councils in categories and fixed amounts for Melbourne.*

*Part B – the equivalent of the superannuation guarantee contribution (currently 9%) to be added to Part A unless a Council has made a unanimous resolution under Commonwealth taxation legislation to pay the Superannuation Guarantee Contribution.*

**Transitional Arrangements (Commencement Levels)**

*The transitional allowances described in the Order have immediate effect from the time of Mayors and Councillors taking the Oath of Office after the 29 November 2008 general elections. For all Councils other than Melbourne the allowances to be paid until such time as the Council performs a review under section 74(1) of the Local Government Act 1989 (the Act) are the allowances paid to the previous Council adjusted up by 34.38% plus Part B where applicable.*

*For Councils that have previously been paying the maximum allowances this will be the same as the Part A maximum amounts for each Council as per the new Order plus Part B where applicable.*

*This means there is no Council decisions on allowances until the section 74(1) review is undertaken (see below).*

**Section 74(1) Review**

*Within seven months of the 29 November 2008 election all Councils other than Melbourne are required to perform a review involving public consultation under section 223 of the Act to determine the allowances that will be payable from the range available to each Council in its category from that time and for the next four years.*

**Annual Adjustments**

*In future, under section 73B of the Act, each year the Minister for Local Government will undertake a review having regard to movements in the levels of remuneration of executives within the meaning of the Public Administration Act 2004. If a review finds that allowances should be adjusted, the Minister will publish a notice in the Gazette setting out the adjustment factor and new limits and ranges of allowances including the adjustment.*

*Council must then increase Part A of their allowances in accordance with the adjustment factor. Part B will then be added where applicable.”*

|            | <u>Councillor</u> | <u>Mayor</u>   |
|------------|-------------------|----------------|
|            | <i>Min/Max</i>    | <i>Min/Max</i> |
| Category 1 | \$6,800-\$16,280  | Up to \$48,400 |
| Category 2 | \$8,400-\$20,200  | Up to \$62,500 |
| Category 3 | \$10,100-\$24,200 | Up to \$77,300 |

Colac Otway is in Category 2.

**Council Plan/Other Strategies/Policy**

The Councillor Support Policy sets out details with respect to Councillor Support.

The policy will need to be reviewed in line with the new sections of the *Local Government Act* and the decisions of the Council.

## Issues/Options

### Superannuation

In accordance with Commonwealth Taxation rulings, each Councillor of a Council may decide to have any part of their total allowance paid into a superannuation fund of their choice.

### Increased Allowances

As noted the increased allowances will have effect from the time of the Mayor and Councillors taking the Oath of Office. For Colac Otway this being 1 December 2008.

### Review

Council must review and determine the level of the Councillor allowance and the Mayoral allowance within the period of 7 months after a general election. (Section 74 (1) *Local Government Act*).

### Section 223 Process

Prior to Council resolving the level of allowances after a review, Council is required to undertake a S223 process under the *Local Government Act*.

Section 223 of the *Local Government Act* provides an opportunity for a person to make a submission on various documents and processes that Council undertakes.

The Council must provide an opportunity for written submissions to be forwarded to the Shire for at least a period of 28 days.

Any person who has made a written submission to the Council and has requested to be heard in support of their written submission is entitled to appear in person or by a person acting on his or her behalf before a meeting of the Council or a committee.

### Resources/Facilities

The Victorian Government's Policy Statement on Allowances and Resources indicates that the following resources/facilities are mandatory.

- Administrative support for the Mayor
- Office for Mayor
- Vehicle for Mayor
- Computer - desktop or laptop
- Mobile phone and landline
- Stationery
- Access to fax/copier
- Website development as part of Council website.

Other support to Councillors is at the discretion of Councils.

This support is currently set out in the "Councillor Support Policy". The policy will need to be reviewed in line with the new sections of the *Local Government Act*.

### Reimbursement

Under Council's current "Councillor Support Policy" and the Victorian Government's policy, Councillors can be reimbursed for:

- Travel – including reimbursement of public transport costs
- Phone – reimbursement of relevant call costs

- Internet
- Child care/family care

The Councillor Support Policy sets out the guidelines for the various reimbursements. A copy of the current policy is attached.

With respect to travelling,

*“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;*
- *Meetings arising as a result of a Councillor being appointed by the Council to an external body as Council’s formal representative;*
- *Other meetings, events or occasions as agreed by the Mayor or Chief Executive Officer from time to time, or by resolution of the Council.”*

### **Proposal**

It is proposed that Council review the level of allowances in conjunction with a review of the Councillors Support Policy. It is proposed that the review commence in February 2009 following a Council workshop on the issues.

### **Financial and Other Resource Implications**

The 2008/09 budget will need to be increased for allowances and superannuation based on the revised amounts.

Based on the new allowances this will result in an additional amount of approximately \$31,000 for the period 1 December 2008 to 30 June 2009.

### **Risk Management and Compliance Issues**

The *Local Government Act* sections 73 to 75 detail provisions relating to allowances.

### **Environmental Considerations**

Not applicable

### **Communication Strategy/Consultation**

The adjustments are in line with the Order in Council.

Following a review of all allowances that is required within 7 months of 29 November 2008, a submission process in line with Section 223 of the *Local Government Act* needs to be undertaken prior to Council resolving the level of allowances.

### **Implementation**

The revised level of allowances as set out in the Order in Council will be paid from the 1 December 2008.

Following a review that is proposed to commence in February 2009 the commencement date of any adjustments to the revised allowances will be set by Council.

### **Conclusion**

- The Order in Council has set down the new level of Councillor allowances.
- A review of allowances must be held within 7 months of the 29 November 2008.

- The Councillor Support Policy will need to be reviewed in line with the revision of the *Local Government Act* and “The Victorian Government’s Policy Statement on Local Government Mayoral and Councillor Allowances and Resources”.

**Attachment**

Councillor Support Policy

**Recommendation**

***That Council undertake a review of the level of allowances in conjunction with a review of the Councillor Support Policy following a Council workshop in February 2009.***

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COUNCILLOR SUPPORT POLICY

Policy No: 18.5

Date Adopted: 28/3/07

File No: GEN01688

Revised:

1. INTRODUCTION

- 1.1 Council elections are held every four years. Significant demands and expectations are placed on Councillors in fulfilling their civic and statutory duties. These demands include attendance at numerous Council and Committee meetings, representing the Council on many other organisations and communicating with residents, business, community groups and others on a whole range of issues.
- 1.2 Given the costs associated with the demands and expectations placed on Councillors, the Council has developed a Councillor Support Policy.
- 1.3 This policy provides a broad overview of how the Council provides assistance and support to the Mayor and Councillors in carrying out their role and official duties as Councillors. This assistance and support is additional to the Mayoral and Councillor annual allowances set by State Government.
- 1.4 Support is provided in the form of Mayoral vehicle, registration fees for conferences and functions, communications equipment, meeting room/office, travel and child care expense reimbursement, meeting facilities and training.

2. RELATIONSHIP WITH COUNCIL PLAN

A community priority is strong leadership "We are committed to providing strong community leadership, governance and advocacy services which will benefit the community now and into the future." The development of a Councillor Support Policy is part of that process.

3. POLICY

3.1 Objectives

To detail the circumstances whereby the payment of expenses incurred by or to be incurred by and the provision of facilities to, will be made to the Mayor and Councillors, in discharging the functions of their civic office.

The policy supports requirements of the Local Government Act 1989, with specific references to sections 74 and 75 that relate to the payment of allowances and out-of-pocket expenses to the Mayor and to Councillors.

3.2 Scope

To assist Councillors in the discharge of their civic, statutory and policy making functions, Council will be responsible for the provision of a range of necessary facilities and the reimbursement of expenses specified within the policy.

Recognising the special role of the Office of Mayor, the policy also provides for expenses and facilities specific to that office.

The basic test that will be applied to determine whether or not an expense is lawfully incurred is whether the expenditure is necessary because it directly relates to the exercise of Council functions.

Where this criteria is satisfied and a Councillor has incurred an out of pocket expense they may be reimbursed by Council on submission of appropriate claim documentation.

3.3 Claims

- a) All claims for out-of-pocket expenses shall be made on the official Colac Otway Shire Council expenses claim forms.
- b) Claims are to be submitted at a frequency convenient to the councillor, preferably monthly, but not less than once per year or before the last scheduled ordinary Council meeting in June each year.
- c) Receipt of payments and tax invoices shall be provided to substantiate claims for expenses incurred.
- d) Expenses shall be paid in arrears, unless otherwise authorised by the Chief Executive Officer.

4. COUNCILLOR'S ALLOWANCES/REIMBURSEMENTS

4.1 Allowances

Section 74 of the Local Government Act requires each Council to review and set their allowance levels within the seven months after a general election. The Act provides for Councillors allowances to be fixed by Order in Council within upper and lower limits specified in the order. This flexibility enables Council to set a fee appropriate to the municipality.

Allowances are based on certain levels.

Level 1 approximately covers Councils with a population up to 20,000 and a total revenue up to \$18 m.

Level 2 approximately covers Councils with a population between 20,000 and 120,000 and a total revenue of between \$18 m and \$60 m.

Level 3 approximately covers Councils with a population in excess of 120,000 and a total revenue in excess of \$60m.

The allowance rates are as follows:

	Councillors	Mayors
Level 1	\$5,000-\$12,000	up to \$36,000
Level 2	\$5,000-\$15,000	up to \$46,500
Level 3	\$5,000-\$18,000	up to \$57,500

Colac Otway Shire has been categorised as a Level 2 Council. Councillors receive \$15,000 and the Mayor \$45,000 per annum.

4.2 Mayor

The Mayor will be provided with a vehicle with full private use at no cost. The vehicle is to be operated and maintained in line with the Light Fleet Policy.

4.3 Travelling Expenses

If possible and convenient Councillors are to use a Council pool car for travel involved in performing their duties.

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;
- Meetings arising as a result of a Councillor being appointed by the Council to an external body as Council's formal representative;
- Other meetings, events or occasions as agreed by the Mayor or Chief Executive Officer from time to time, or by resolution of the Council.

When Councillors are travelling within Victoria or interstate they shall use the mode of transport that is most cost effective form of transport.

- Travel must be undertaken as quickly as possible and by the shortest route possible.
- 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.

Rates for reimbursement of motor vehicle expenses shall be determined in accordance with current industry rates.

Any expenses from breach of road, traffic parking or other regulations or laws, will not be reimbursed by Council.

The annual report shall include the amount paid to Councillors re. allowances, travel allowances, other allowances and reimbursements.

Councillors be provided with the option of having a Council car (similar to standard provided to Managers) if this would be more cost effective for Council than reimbursing for private vehicle use. A vehicle for a Councillor would be considered where the annual amount for travelling allowances is greater than \$7,500.

A Councillor would contribute funds at the same level as a Manager to cover any private use of the Council vehicle less an amount for Fringe Benefits Tax which is not applicable

4.4 Remoteness Factor Allowances

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 and shall be paid an additional allowance of \$40.00 in respect of each meeting or function actually attended by the Councillor up to a maximum of \$5,000 per annum.

4.5 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 such child care expenses to a maximum of \$2,000 per year when the child care is necessary in order to allow the Councillor to attend:

- Council meetings and Council business related to Council meetings;
- Council functions;
- Meetings arising as a result of a Councillor being appointed by the Council to an external body.

4.6 Other

Stationery

The Council shall, upon request, provide Councillors with standard stationery held or obtained generally for the organisation's requirements.

The stationery may include, but not necessarily be limited to paper. Business cards, writing implements, diaries, writing pads/books, interview pads, computer discs, envelopes and the like.

Apparel

The Council shall upon request lend the Councillors protective clothing required to assist in carrying out the duties of office. This clothing is to be returned promptly upon the completion of activity duty for when the articles were required.

This clothing shall be limited to wet weather pants and pullover, gum boots, winter jacket and/or hat, as may be held in store to meet the organisation's requirements, unless otherwise resolved by Council for a specific item.

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. Dependent on the likely length of meetings, appropriate meals will be arranged. Councillors will be notified of meal arrangements for each meeting.

Insurance

Councillors are covered by the following Council Insurance Policies on a 24 hour basis while discharging the duties of civic office including attendance at meetings of external bodies as Council's representative.

- a) Personal Accident Insurance
- b) Public Liability Insurance
- c) Professional Indemnity Insurance
- d) Councillors and Officers Liability Insurance

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.

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.

5. COMMUNICATION EXPENSES

5.1 Mayor:

The Mayor will be provided with some or all of the following equipment:

- Mobile telephone
- Fixed line telephone service
- Telephone
- Laptop or desktop PC
- Multifunction device (MFD) – fax, copy and print capability
- MFD Consumables
- Broadband Internet Connection (only if available through the Council provided fixed line telephone service)

5.2 Councillors:

(a) Councillors will be provided all or some of the following equipment:

- Fixed line telephone service
- Telephone
- Facsimile machine – fax and copy capability
- Mobile phone

(b) The Council will pay all connection fees, service charges and call charges related to Council business. Any private use of the facilities must be recorded and the direct costs of private use shall be reimbursed to Council.

(c) Councillors may seek reimbursement for Council related calls made on their private mobile phone where an account is provided and Council related calls identified.

Laptops and Web Access :

(a) Councillors be provided with a Council laptop for Council use, where the Councillor agrees to receive their agenda papers and other correspondence electronically.

(b) Councillors be provided with a subsidy of up to \$30 a month for broadband connection fees.

(c) Councillors may purchase the equipment at the end of their term at a price which reflects the current wholesale market value for second hand items of that nature, or ascertained by the Information Services Department in conjunction with the Chief Executive Officer.

6. CONFERENCES AND SEMINARS

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 is to be assessed against the following criteria:

- a) Applicability of conference material to current or like future Shire issues.
- b) 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 either both Mayor and Chief Executive Officer or full Council approval:

- to attend such conference/seminar where expenses are likely to be claimed;
- to use a Council vehicle for transport to or from such function.

The MAV Conference to be automatically approved for Mayoral attendance.

Any expenditure of greater than \$500 (including registration, travel and accommodation) for a Councillor to attend a conference, seminar, training session, trade delegation, friendship visit etc. or if expenditure for any one Councillor over a twelve month period exceeds \$1,000 must be approved by Council.

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 Department for conference/seminar cost to be prepaid if required;
- complete a staff/councillor travel form for any related or overseas travel.

Councillors wishing to make their own arrangements for transport or accommodation shall have reasonable expenses reimbursed as determined by the Chief Executive Officer.

To maximise the benefit derived from attending conferences and seminars, Councillors are 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.

7. IMPLEMENTATION AND REVIEW

This policy will be implemented by Council and is subject to periodic review.

OM081612-9 FINANCIAL PERFORMANCE

AUTHOR:	Ashley Roberts	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	GEN0392

Introduction

The following Financial Performance Report is for the five month period to the end of November 2008.

Budget Variances

Rates and Charges of \$18.0m raised. Projected accumulated cash deficit of \$0.40m.

Cash Position

Net cash inflow of approx \$1.01m for the month of November. Diminished cash position of \$0.11m compared to previous year.

Rates Debtors

Rates to the value of \$18.0m raised. Percentage collected slightly down on previous year at 24.00% compared to 25.40% for 2007/8.

Trade Creditors

Total creditors paid of \$1.37m for month of November, compared to \$1.14m previous year.

Interest on Investment

Interest received for the month of November of \$10,390. Current interest rate is 5.15%.

Capital Works (to date)

Cosworks Unsealed Roads Rehabilitation	\$0.43m
Plant Replacement	\$0.26m
Special Charge Scheme – Slater St	\$0.11m
Cosworks Local Sealed Roads Rehabilitation	\$0.10m
Birregurra Footpath Replacement	\$0.08m
Colac Bus Shelters	\$0.08m
IT Equipment Upgrades	\$0.07m
Virtualisation Project	\$0.06m
Bromfield St Pollution Trap	\$0.04m
IT Server Replacement	\$0.04m
Apollo Bay Footpaths	\$0.03m
Road Furniture Upgrade	\$0.03m
Cosworks Footpaths	\$0.03m
Cosworks Drainage Works	\$0.03m
Meeting Room Audio & Visual System	\$0.03m
School Bus Routes Improvements	\$0.02m
BWFC Spa/Sauna Refurbishment	\$0.02m
Marks St Special Charge Scheme	<u>\$0.02m</u>
Total	<u>\$1.48m</u>

Recommendation

That the Financial Performance Report to the end of November 2008 be received.

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**FINANCIAL PERFORMANCE REPORT**  
**FOR MONTH OF NOVEMBER 2008**

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**BUDGET VARIANCES  
Net Cost to Council**

**Summary by Service**

|                                | <b>Actual<br/>30-Nov-08</b> | <b>Budget</b>      | <b>Forecast</b>    | <b>% Actual<br/>of Forecast</b> |
|--------------------------------|-----------------------------|--------------------|--------------------|---------------------------------|
| <b>GOVERNANCE</b>              | \$2,391,393                 | \$4,160,126        | \$4,575,787        | 52.26%                          |
| <b>INFRASTRUCTURE</b>          | \$53,159                    | \$5,573,556        | \$5,553,084        | 0.96%                           |
| <b>STRATEGIC DEVELOPMENT</b>   | \$2,070,315                 | \$5,143,800        | \$5,501,507        | 37.63%                          |
| <b>DEBT SERVICES</b>           | \$324,654                   | \$682,700          | \$682,700          | 47.55%                          |
| <b>CAPITAL WORKS</b>           | \$1,167,534                 | \$6,014,029        | \$6,340,925        | 18.41%                          |
| <b>RATES</b>                   | (\$15,495,395)              | (\$15,542,939)     | (\$15,716,939)     | 98.59%                          |
| <b>OTHER INCOME</b>            | (\$2,494,937)               | (\$4,950,351)      | (\$4,989,873)      | 50.00%                          |
| <b>Net from Revenue</b>        | <u>(\$11,983,277)</u>       | <u>\$1,080,921</u> | <u>\$1,947,191</u> |                                 |
| <b>APPROPRIATION</b>           | (\$1,551,009)               | (\$1,551,009)      | (\$1,551,009)      |                                 |
| <b>(SURPLUS)/DEFICIT C/FWD</b> | <u>(\$13,534,286)</u>       | <u>(\$470,088)</u> | <u>\$396,182</u>   |                                 |

**Points to Note**

**Governance**

- Insurance premiums paid.
- Community Minor Projects Grants provided
- Workcover premiums paid

**Infrastructure**

- Approx \$0.95m Cosworks maintenance.
- Waste Management Charges raised for the full year.

**Strategic Development**

- Tourism Memberships paid
- Building fees higher than budgeted
- Minor Recreation Facilities Projects Grants provided

**Debt Services**

- No new loan borrowings for year
- Loan 5 set to be extinguished during year

**Capital Works**

- Approx \$1m carried forward expenditure on Marengo Transfer Station

**Rates**

- Total rates of \$15.8m raised.

**Other Income**

- Second quarter Grants Commission funding received.

**Appropriation**

- Accumulated cash surplus brought forward from 2007/08 of \$1.55m

## OPERATING STATEMENT

|                                                   | November<br>YTD ACTUAL | BUDGET              | FORECAST            | NOTE |
|---------------------------------------------------|------------------------|---------------------|---------------------|------|
| <b>OPERATING REVENUE</b>                          |                        |                     |                     |      |
| Rates                                             | \$13,481,635           | \$13,454,089        | \$13,622,939        |      |
| Garbage Charge                                    | \$2,139,101            | \$2,143,599         | \$2,155,400         |      |
| Municipal Charge                                  | \$2,008,782            | \$2,003,850         | \$2,009,000         |      |
| Grants Commission                                 | \$2,494,937            | \$4,950,351         | \$4,989,873         |      |
| Recurrent Grants & Subsidies                      | \$1,281,908            | \$2,525,619         | \$2,564,779         |      |
| Non-recurrent Grants & Subsidies                  | \$613,098              | \$3,095,871         | \$3,979,316         | 1    |
| Charges Fees & Fines                              | \$1,398,177            | \$3,862,919         | \$3,977,087         | 2    |
| Reimbursements & Contribution                     | \$268,743              | \$442,923           | \$624,957           | 3    |
| Interest Revenue                                  | \$106,303              | \$420,000           | \$470,000           |      |
| Donated assets                                    | \$57,917               | \$139,000           | \$139,000           |      |
| <b>TOTAL OPERATING REVENUE</b>                    | <b>\$23,850,600</b>    | <b>\$33,038,221</b> | <b>\$34,532,351</b> |      |
| <b>OPERATING EXPENDITURE</b>                      |                        |                     |                     |      |
| Employee Costs                                    | \$3,936,800            | \$10,875,000        | \$10,841,592        |      |
| Materials & Services                              | \$4,436,097            | \$11,671,000        | \$12,944,463        | 4    |
| Plant Costs                                       | \$323,985              | \$427,000           | \$683,469           |      |
| Loan Interest                                     | \$91,285               | \$190,500           | \$190,600           |      |
| Grants & Donations                                | \$114,358              | \$140,900           | \$151,900           |      |
| Other                                             | \$449,574              | \$936,883           | \$963,574           |      |
| Depreciation                                      | \$3,387,500            | \$8,430,000         | \$8,130,000         |      |
| Written Down Value - Assets Sold                  | \$229,167              | \$550,000           | \$550,000           | 5    |
| <b>TOTAL OPERATING EXPENDITURE</b>                | <b>\$12,968,766</b>    | <b>\$33,221,283</b> | <b>\$34,455,598</b> |      |
| <b>NET SURPLUS/(DEFICITS)<br/>FROM OPERATIONS</b> | <b>\$10,881,834</b>    | <b>(\$183,062)</b>  | <b>\$76,753</b>     |      |
| Proceeds from Sales                               | \$125,993              | \$550,000           | \$564,700           |      |
| Property, Plant & Equipment Write Off             | (\$62,500)             | (\$150,000)         | (\$150,000)         |      |
| <b>RESULTING FROM OPERATIONS</b>                  | <b>\$10,945,327</b>    | <b>\$216,938</b>    | <b>\$491,453</b>    |      |

### Notes

**1** Non-Recurrent Grants & Subsidies  
 - Living Libraries grant \$0.1m received  
 - Joint Use Sports Facilities Grant \$0.2m received

**2** Charges, Fees & Fines  
 - Council Property rentals raised

**3** Reimbursements and Contributions  
 - Increased Private Scheme charges (Marks St)

**4** Materials & Services  
 - Additional \$0.5m contingency for roadworks

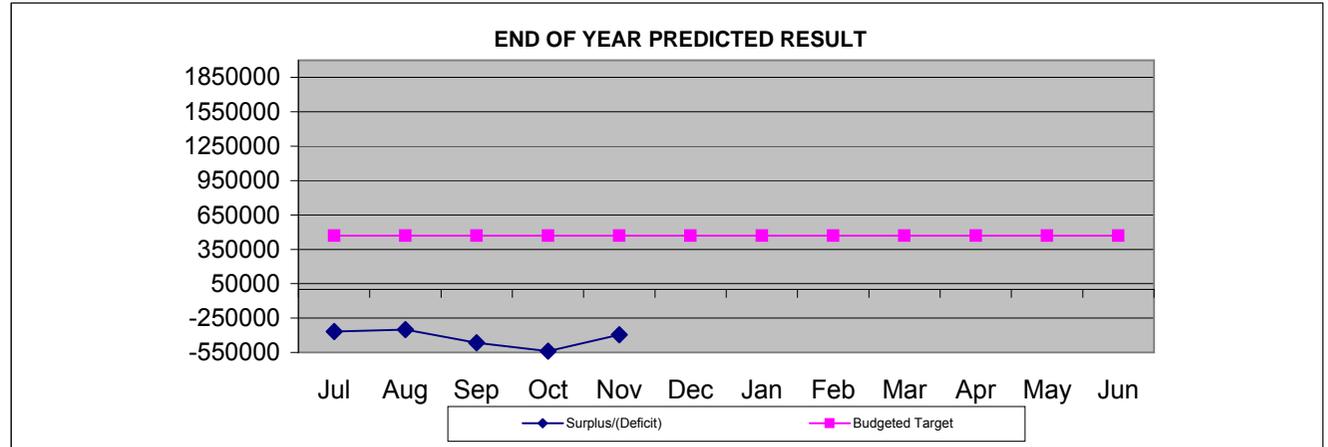
**5** Written Down - Value of Assets Sold  
 - Slight gain expected on Sale of Land

### END OF YEAR PROJECTED RESULT

Predicted accumulated cash surplus/deficit position as at 30/11/2008.

#### Comments

Estimated accumulated cash surplus \$0.47m  
Projected cash deficit as at 30/11/2008 forecast at approx \$0.40m



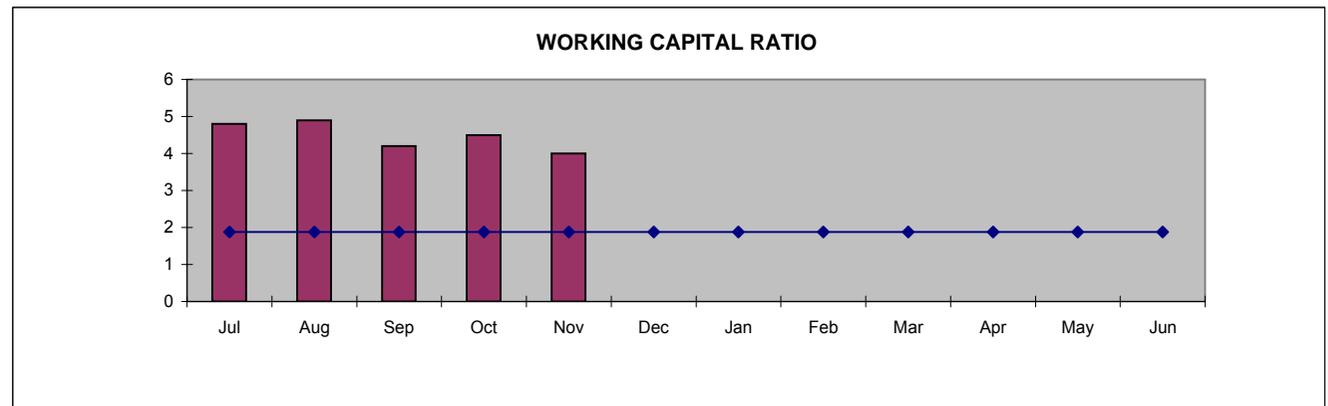
### WORKING CAPITAL RATIO

To assess Council's ability to meet current commitments.

#### Comment

Current Ratio of 4.0:1 as at 30/11/08

Estimated to be 1.88:1 at 30/06/09



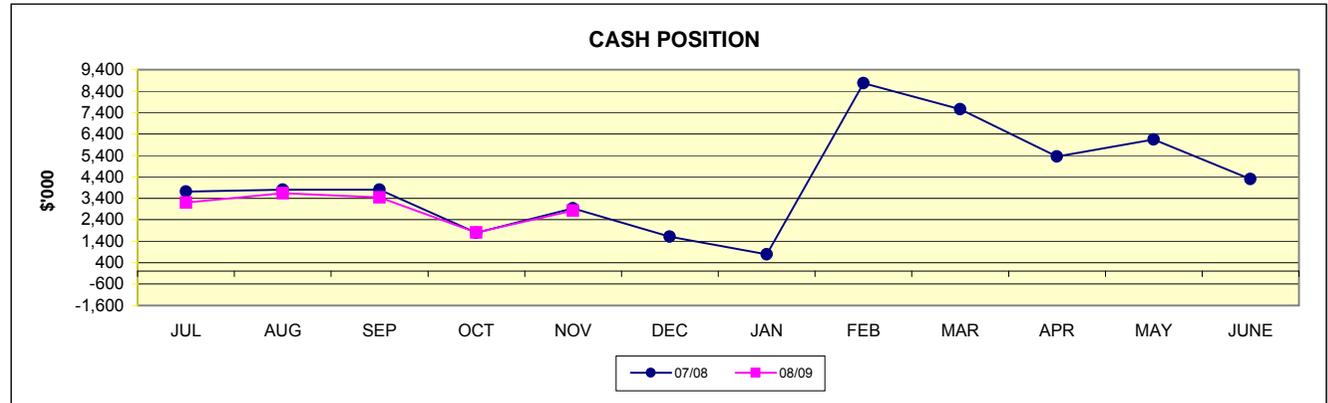
## CASH POSITION

Comparison of General Account Bank balance at the end of month compared to previous year. Does not include Port of Apollo Bay or LSL investments.

### Comment

Net cash Inflow approx. \$1.01m for November 2008. Diminished cash position of approx \$0.11m as compared to previous year.

|         | 2008/09  | 2007/08  |
|---------|----------|----------|
| Income  | \$3.16m  | \$3.99m  |
| Exp.    | -\$2.15m | -\$2.85m |
| Net     | \$1.01m  | \$1.14m  |
| Balance | \$2.82m  | \$2.93m  |



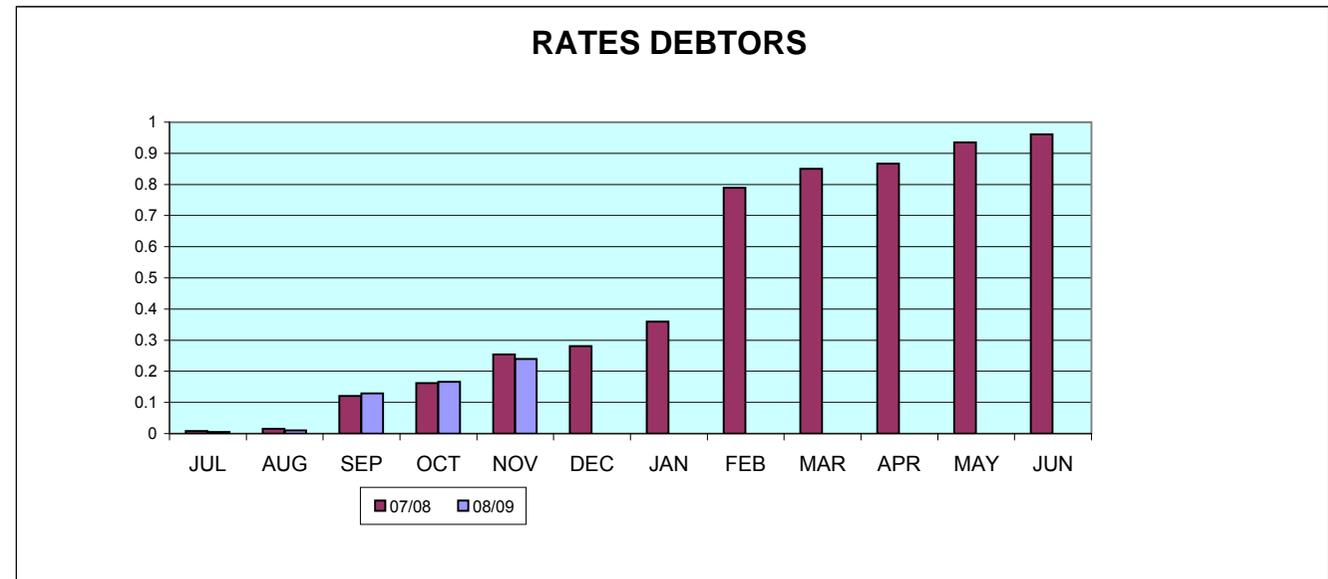
## RATES DEBTORS

Progressive % rates collection at end of month compared to previous year.

### Comment

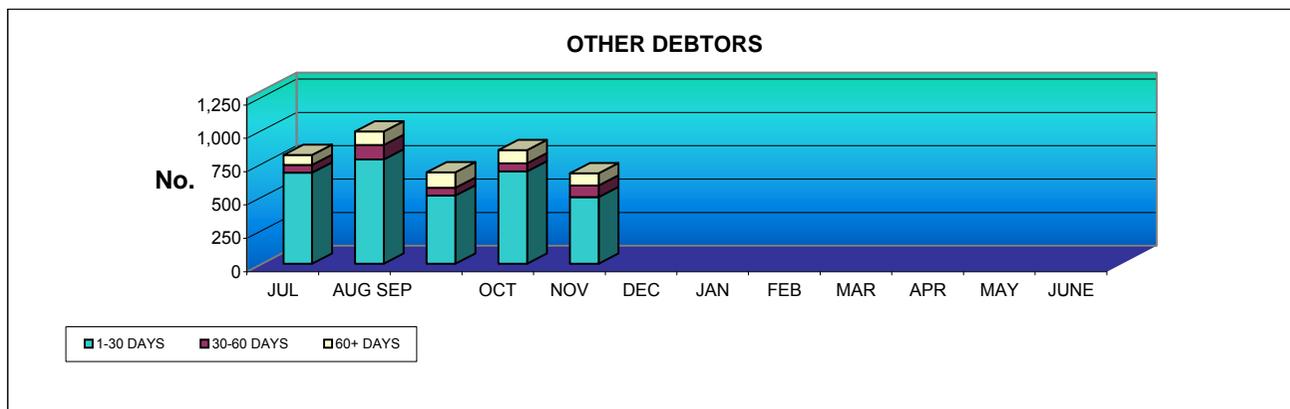
Rates to the value of \$18.0m raised. Collection % slightly down on previous year.

|           | 000's    | 2008/09 | 2007/08 |
|-----------|----------|---------|---------|
| July      | \$17,928 | 0.50%   | 0.80%   |
| August    | \$17,841 | 1.00%   | 1.60%   |
| September | \$15,687 | 12.90%  | 12.10%  |
| October   | \$15,027 | 16.60%  | 16.19%  |
| November  | \$13,681 | 24.00%  | 25.40%  |
| December  |          |         |         |
| January   |          |         |         |
| February  |          |         |         |
| March     |          |         |         |
| April     |          |         |         |
| May       |          |         |         |



## OTHER DEBTORS

Balance outstanding of other debtors excluding rates and special charges by 30 days and over.



|                      | NUMBER     | AMOUNT           | % OF TOTAL  |                 | WORKS           | MISC             | TOTAL            | % OF TOTAL  |
|----------------------|------------|------------------|-------------|-----------------|-----------------|------------------|------------------|-------------|
| 1-30 Days^           | 35         | \$162,446        | 24%         |                 |                 |                  |                  |             |
| 30-60 Days^          | 6          | \$13,771         | 2%          |                 |                 |                  |                  |             |
| 60+ Days^            | 44         | \$109,133        | 16%         |                 |                 |                  |                  |             |
| Payment Arrangements | 1          | \$80,189         | 12%         | 1-30 DAYS       | \$21,879        | \$140,567        | \$162,446        | 24%         |
| Final Notice         | 0          | \$0              | 0%          | 30-60 DAYS      | \$556           | \$13,215         | \$13,771         | 2%          |
| Debt Collectors      | 3          | \$4,312          | 1%          | 60+ DAYS        | \$16,485        | \$177,149        | \$193,634        | 28%         |
| Other Debtors*       | 587        | \$18,914         | 3%          | Other Debtors*  | -               | -                | \$18,914         | 3%          |
| Private Schemes      | -          | \$268,215        | 39%         | Private Schemes | -               | -                | \$268,215        | 39%         |
| Harbour              | 2          | \$25,136         | 4%          | Harbour         | -               | -                | \$25,136         | 4%          |
| <b>TOTAL</b>         | <b>678</b> | <b>\$682,116</b> | <b>100%</b> | <b>TOTAL</b>    | <b>\$38,919</b> | <b>\$330,931</b> | <b>\$682,116</b> | <b>100%</b> |

\* Please note Other Debtors include CRLC, Superannuation Debtors and Pension Rebates.

^ Values are for Works & Miscellaneous debtors only

Major debtors outstanding greater than \$20,000.

|                                               | 1-30 DAYS       | 30-60 DAYS      | 60+ DAYS         | TOTAL            | COMMENT                                                |
|-----------------------------------------------|-----------------|-----------------|------------------|------------------|--------------------------------------------------------|
| Department of Justice                         | \$95,040        | \$0             | \$0              | \$95,040         | Landslide Mapping Grant, Fire Prevention Notice System |
| Regional Development Victoria                 | \$0             | \$0             | \$33,000         | \$33,000         | Economic Development Strategy                          |
| Dept Planning & Community Development         | \$0             | \$11,000        | \$18,244         | \$29,244         | Neighbourhood Renewal                                  |
| Parks Victoria                                | \$0             | \$0             | \$25,061         | \$25,061         | Lake Colac Carp Management                             |
| Apollo Bay Fisherman's Co-Operative           |                 | \$0             | \$24,739         | \$24,739         | Annual Rental 2008-9                                   |
| Dept Innovation, Industry & Regional Develop. | \$0             | \$0             | \$22,000         | \$22,000         | Colac Structure Plan                                   |
|                                               | <b>\$95,040</b> | <b>\$11,000</b> | <b>\$123,044</b> | <b>\$229,084</b> |                                                        |

## TRADE CREDITORS

Payments to trade creditors for the month.

Creditor Voucher No.s 38822 - 38915 for \$171,506.60 and Electronic Funds Transfers Nos. 41354 - 41682 for \$1,196,215.77 for the month of November were approved by the Chief Executive officer under delegated authority on Wednesday 26 November 2008

Major creditor payments for the month comprising 51% of total payments were:

|                                             |                               |              |
|---------------------------------------------|-------------------------------|--------------|
| Australian Taxation Office                  | Employee Tax                  | \$154,838.00 |
| Cemex Australia Pty Ltd                     | Materials (Road Sealing)      | \$97,627.53  |
| Bartons Waste Collection Pty Ltd            | Waste Contract                | \$97,522.21  |
| Wheelie Waste Pty Ltd                       | Waste Contract                | \$83,509.96  |
| Apollo Bay P-12 College                     | Pool & Leisure Centre Upgrade | \$68,431.00  |
| VicRoads                                    | Motor Vehicle Registrations   | \$49,694.80  |
| R Slater and Sons                           | Slater Street Construction    | \$38,901.28  |
| Apollo Bay Associated Concrete              | Apollo Bay Footpathing        | \$36,540.90  |
| Ross J Goyne Consulting Pty Ltd             | Engineering Consultancy       | \$22,485.10  |
| Suncorp Metway Advances Corporation Pty Ltd | Gym Equipment                 | \$22,000.00  |
| Inspiring Place                             | Regional Trails Masterplan    | \$21,807.50  |

\$693,358.28

## LOAN LIABILITY

Level of loan liability, new loans and loan redemption for the year.

| <u>Comments</u>                        | <u>LOAN NO.</u> | <u>BAL</u><br><u>01/07/08</u> | <u>NEW</u><br><u>LOANS</u> | <u>PROJ.</u><br><u>REDEMP.</u><br><u>2007/2008</u> | <u>YTD</u><br><u>ACTUAL</u> | <u>BAL</u><br><u>30/06/09</u> |
|----------------------------------------|-----------------|-------------------------------|----------------------------|----------------------------------------------------|-----------------------------|-------------------------------|
| No new loans forecast.                 | C.O.S. 5        | \$231,833                     | \$0                        | \$232,000                                          | \$114,273                   | \$0                           |
| Loan 5 to be extinguished during year. | C.O.S. 6        | \$694,303                     | \$0                        | \$45,600                                           | \$22,437                    | \$648,703                     |
|                                        | C.O.S. 7        | \$1,259,919                   | \$0                        | \$67,300                                           | \$33,011                    | \$1,192,619                   |
|                                        | C.O.S. 8        | \$234,118                     | \$0                        | \$89,200                                           | \$43,780                    | \$144,918                     |
|                                        | C.O.S. 9        | \$558,687                     | \$0                        | \$83,800                                           | \$20,397                    | \$474,887                     |
|                                        |                 | <u>\$2,978,860</u>            | <u>\$0</u>                 | <u>\$517,900</u>                                   | <u>\$233,898</u>            | <u>\$2,460,960</u>            |

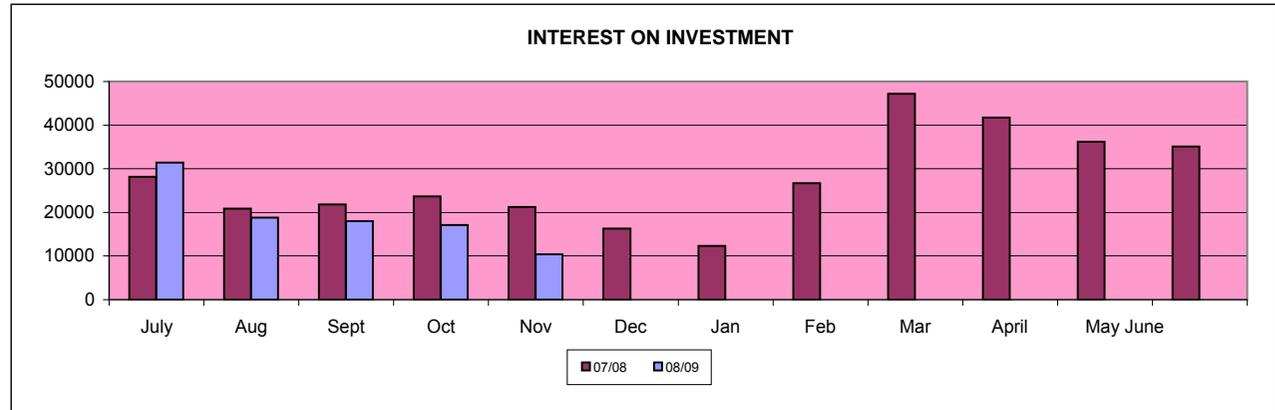
## INTEREST ON INVESTMENT

Comparison of interest earned on credit balances of Colac Otway Shire's bank accounts at the end of each month to previous year.

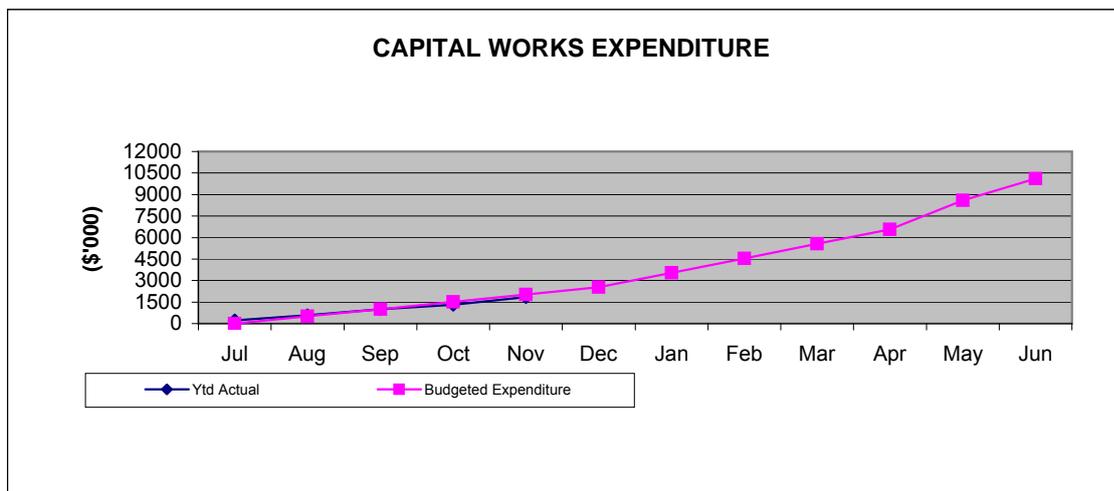
### Comment

Progressive 2008/09 to 31/10/2008 \$95,747  
Progressive 2007/08 to 31/10/2007 \$115,801

Current Interest Rate 5.15%



## CAPITAL WORKS



### MAJOR PROJECTS PROGRESS REPORT

#### Roads to Recovery

Capital works priorities ongoing

#### Local Roads

Cosworks Local roads program - ongoing

Cosworks Drainage program - ongoing

Road Furniture Upgrade - ongoing, items being upgraded as identified

Marks Street - Complete

Bus Shelters - Complete

Bromfield Street Pollution Trap - Complete

#### Other

Gellibrand Landfill Rehab Design - Underway, ongoing

Cressy Landfill Rehab Design - Underway, ongoing

BWFC Sauna & Spa Upgrade - Complete

Playground Improvement Program - Underway - ongoing as needs identified

IT Virtualisation project - complete

IT Strategic Plan - underway, draft report received, ongoing

COPACC Meeting Room Audio & Visual System - installed

Special Charge Scheme - Slater St - approaching finalisation

**OM081612-10 COUNCIL PLAN 2009-2013**

|             |                                  |           |              |
|-------------|----------------------------------|-----------|--------------|
| AUTHOR:     | Anne-Maree Neal                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate and Community Services | FILE REF: | GEN01688     |

**Purpose**

To provide information to Council regarding the preparation of the Colac Otway Shire Council Plan 2009-2013.

This report provides a background to the role of Council Plans in local government, and outlines a proposed process for the development of the Colac Otway Shire Council Plan 2009-2013.

**Background**

In 2003 the Local Government Act (The Act) was amended, prescribing that each Council must adopt a four-year (medium-term) Plan by 30 June in the year following a general Council election.

To satisfy the requirements of the Local Government Act, Council Plans must include:

- Strategic objectives
- Strategies to achieve the objectives
- Strategic indicators
- Strategic Resource Plan

The Act also requires that the Council Plan, once adopted must be reviewed at least annually to ensure it remains consistent with Council's strategic direction.

The Strategic Resource Plan is a component of the Council Plan and will be developed separately as part of the annual budget development process and will be the basis of future and separate reports to Council and therefore not covered in this report.

**Corporate Plan/Other Strategies/Policy**

The Council Plan sets the framework for strategic decision making for Council. It is the primary strategic planning document of the Council and sets the direction for all Council policy and action over the four years of the Plan.

**Issues/Options**

The aim of a Council Plan is to articulate Council's vision for the future of Colac Otway Shire and to outline strategies to be used by Council in fulfilling its vision. It is an important tool for measuring the performance of Council and its officers and determines where Council's financial resources will be directed. It is also used in association with other plans and strategies to provide direction to Council in decision making.

The Council must prepare a new plan including the matters required by the Local Government Act and submit its plan to Local Government Minister by 30 June following a general election.

The Council has some discretion in the way in which the Plan is prepared.

To satisfy the requirements of the Local Government Act, Council Plans must include:

### Strategic Objectives

These are generally high level goals of Council. They are often called 'Key Result Areas', 'Goals', 'Commitments' or 'Themes'. There are normally somewhere between 3-8 of them. The proposed framework for Colac Otway's Plan suggests 5 Key Result Areas.

### Strategies for achieving those objectives

These are often based on already articulated policy positions of Council, and can range from general statements of Council philosophy through to more specific commitments to particular outcomes. The strategies might identify key areas for action, and the high level steps that will be taken to make a difference in the key result areas.

While not specified in The Act, many councils underpin strategies with a series of key actions which clearly outline what will be done, and serve to link the Council Plan to the business plans of the organisation. The proposed framework for Colac Otway Plan includes unpinning strategies with key actions that link to Council's annual business plans.

### Strategic Indicators

These are indicators used to monitor the achievement of the Strategic Objectives. Although not audited, they are required to be reported in Council's Annual Report. There are usually 2-4 indicators per Strategic Objective.

### A Strategic Resource Plan

This section of the plan is made up of four financial statements and a statement about our human resources. The format for these statements is set by the state government, and the information comes directly from Council's adopted budget and Long Term Financial Planning mechanisms.

### Section 223 Consultation

In addition to any other consultation, Council Plans must pass through the public exhibition process outlined in s223 of the Local Government Act

### *What are other Councils doing?*

Although still limited to a relatively small number of Councils, the development of Community Plans is becoming increasingly popular in the sector. These councils view their Council Plan as the connection point between the community's vision and the organisation's planning, budgeting and reporting processes.

Community Plans differ from council plans in that they present the long term aspirations and visions of the community. Community plans include statements about issues that may not be within the control of local government, and often call on commitments from state and federal governments and the private sector. Council plans, on the other hand, make more specific statements about the decisions and direction that Council will take and follow.

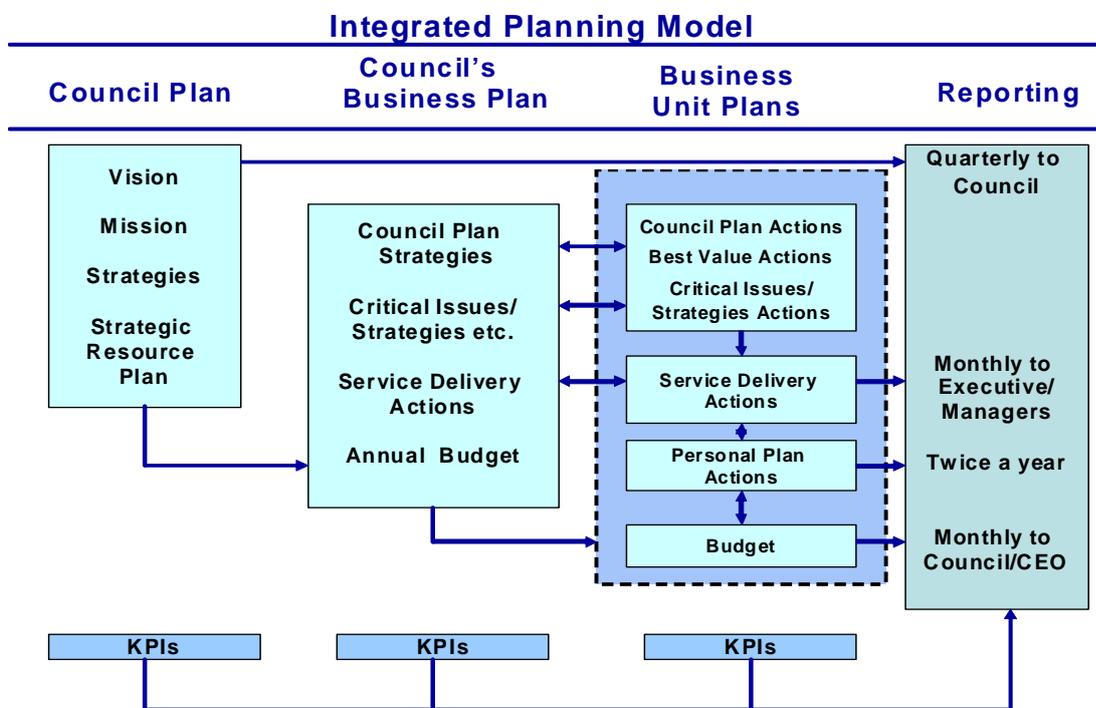
Community Plans and Council Plans can be viewed as the two faces on the one planning process; one dealing with collaboration across the community; and the other dealing with Council's more specific goals and its activities. In principle, Council's specific goals and commitments (in the Council Plan) will be aligned to the broader goals and priorities of the community (as expressed in the Community Plan).

*The importance of Council Plans*

The majority of Councils consider their Council Plan to be their primary policy statement. Many Councils also view their Council Plan as the document that guides the development of their Annual Budget, their Capital Works program and other important policies like the Municipal Strategic Statement and Municipal Public Health Plan.

To facilitate the implementation of the previous Council Plan, two major activities were undertaken during the past three years. The organisation concentrated on strengthening and integrating its business planning, measurement and performance reporting framework and implemented an executive performance management software system – interplan & PES.

The key feature of the integrated business planning framework has been to strengthen the linkages between the Council Plan, the business unit annual plans and employees' personal plans referred to as our integrated planning model



*Community Engagement in the Council Planning process*

Council Plans must pass through the public exhibition process outlined in s223 of the Local Government Act.

Community consultation on Council Plans falls into two approaches in local government:

1. Councils who engage their community actively throughout the development of the plan; and
2. Councils who see the document as one written by the Council as community representatives.

As a means of providing assistance to the new Council in developing the new Council Plan some pre-work has been done by researching industry best practice, along with consideration of a potential framework that allows staff to clearly see where they fit into the overarching direction that Council will set. Corporate planning activities to date in preparation for the newly elected Council and Council Plan have included:

- Internal Corporate Planning Working Party formed and terms of reference adopted.
- Project Brief developed in consultation with Executive and Management teams
- Framework document developed in consultation with Executive and Management teams
- 5 initial Staff Council Plan workshops completed
- Councillor Workshop held on 9<sup>th</sup> December
- Key Activities timetable developed

The aim of the draft framework is to allow the organisation as a whole to recognise how each individual directly contributes to the achievement of the Council's vision and goals for the future of the municipality.

It is proposed that Colac Otway Shire's Council Plan will include the following key elements:

- **Strategic Objectives** encompassing the key result areas\* across the organization and setting the guiding principles in the delivery of these activities (what/where we want to be) *Mandatory (The Act)*

\*Key Result Areas :

1. Leadership and Good Governance
2. Safety & Physical Infrastructure Management
3. Environmental Sustainability (Built & Natural)
4. Economic Development and Community Building
5. Community Health & Wellbeing

### Proposal

It is proposed that each of the strategic objectives will be supported by strategic statement/s (where we want to be) and that together they set the direction of council's service provision for the next four years. Once adopted it is anticipated that this area of the Council Plan will remain static for the life of the plan.

Under each of the five Strategic Objectives outlined above, Council will have a range of key strategies (what we are going to do) and key actions (how we are going to achieve our goals).

- **Strategies:** four-year statements of intent (what we will do) to achieve the Strategic Objective. *Mandatory (The Act)*
- **Key Actions:** Specific projects or activities (how we will do it) to achieve the Strategies. Ideally Years 1-4 actions, but can be for one year (this is the area of focus/update with regards to the annual review) *Optional (The Act)*

Actions will be identified in departmental business plans and demonstrate the breadth of Council activities. It is envisaged that the key action area will be the predominant focus of annual reviews by Council of the Council Plan and will be done as an integrated process as a part of the annual business planning process.

- **Strategic Indicators** (measures or means of monitoring achievement) *Mandatory (The Act)*
- **Strategic Resource Plan** (financial and non-financial resources required to achieve our outcomes and objectives) *Mandatory (The Act)*

Using the 5 proposed Key Result Areas or themes in the draft framework, five initial staff workshops have been held.

Each of the workshops has followed the same process:

1. An introduction to why we have a Council Plan, its purpose, components and timeline for completion.
2. A review of the 2005-2009 Council Plan Vision, Mission and Values for currency.
3. Discussion of the proposed Strategic Objective statement/s of intent.
4. Identification of the Challenges to achieving the Strategic Objective.
5. Identification of Strategies and Key Actions using a process developed by the City of Melbourne - 'MoSCoW' – M-Must Do, S-Should Do, C-Could Do and W-Won't Do (or Can't Do), along with items for consideration as part of a Long-Term Financial Plan.

A Councillor workshop similar to the above format is proposed for Jan/Feb 2009.

Structure and process for community engagement is still to be developed with Council, however the thinking is to run community engagement/consultation on the Council Plan concurrently with the Community Planning process. The community's aspirations on council priorities drawn from this process will feed both into the initial development of the council plan in 2009, but (given the timeframes for completion of the community plan extend beyond 30<sup>th</sup> June 2009) will be considered more extensively in future years Council Plan annual revisions and of course future plans development.

The details of the community consultation methods to be used i.e. surveys, public meetings, focus groups and the like is still to be scoped and will form the basis of future Council discussions.

At the completion of the staff and community workshops the collated information from these workshops will be given to Council for review as part of their process in developing the 2009-2013 Council Plan.

### **Financial Implications**

The 08/09 budget allocation allowed for the Council Plan production is \$20,000.

The Council Plan will be prepared using existing internal resources, with assistance from Andrew Crowley of Capacity Consulting to assist with facilitation of staff, community and council engagement processes.

The Council plan identifies the key business activities of the Council for the coming years. As such, the Council Plan is used in determining Council Budgets. The Plan is to include the Strategic Resource Plan which sets out a four year Financial Plan for the Council to ensure the Council Plan objectives can be achieved.

### **Risk Management & Compliance Issues**

The Council Plan sets the framework for strategic decision making for Council. It is the primary strategic planning document of the Council. In accordance with Section 125 of the Local Government Act the Council Plan must include:

- The Strategic Objectives of Council
- Strategies for achieving the Strategic Objectives

- Strategic Indicators for monitoring the achievement of the Objectives
- Strategic Resource Plan (A Strategic Resource Plan is a plan of the resources required to achieve the strategic objectives including financial, non-financial and human resources).

The Council Plan must be made available for public inspection and members of the public provided the right to make a submission under the provisions of Section 223 of the Local Government Act.

### **Environmental Considerations**

There are no specific environmental considerations in conducting the process of developing a Council Plan, however Environmental Sustainability is proposed to be a Key Result Area in the Plan.

### **Communication Strategy/Consultation**

The expectations of the community need to be adequately reflected in the Council Plan. These expectations will be sourced from the feedback that Council gains through the community planning and Council planning processes.

Content and process for community engagement is still to be developed with Council, however the thinking is to run community engagement/consultation on the Council Plan concurrently with the Community Planning process.

The Council Plan must be made available for public inspection and members of the public provided the right to make a submission under the provisions of Section 223 of the Local Government Act.

### **Implementation**

Key dates/activities for development of the Council Plan are outlined as follows:

- Councillor Induction: General Overview of Council Plan requirements (2 Dec'08)
- Conduct Staff Council Plan Workshops (Nov/Dec'08)
- Council Workshop: Discussion on proposed Framework(9 Dec'08)
- Council Workshop: Council Plan Commitments list to Council (Jan'09)
- Consult with the community to test the Council Plan Priority list (Feb'09)
- Analyse the results of consultation and revise draft plan (March'09)
- Draft Council Plan for public comment (April'09)
- Council Plan adoption by Council (June'09)
- Council Plan forwarded to the Minister (30 June'09)

### **Conclusion**

A Council Plan is a Council's statement about what it stands for and its promises to the community about what it is going to do. It identifies the key directions and initiatives (strategic objectives) to be pursued by Council over the next four years and these initiatives are underpinned by shorter term actions as part of Council's Annual Activities which are incorporated in the Annual Budget and Business Plans.

The Council must prepare a new plan including the matters required by the Local Government Act by 30<sup>th</sup> June following a general Council election.

The Council has some discretion in the way in which the Plan is prepared.

The proposed framework provides some direction to assist Council in the development of the Colac Otway Shire Council Plan 2009-2013. Community aspirations on council priorities will

feed into the Council Plan through the Community Planning process and will form an important consideration now and with future revisions of the Council Plan.

**Recommendation**

***That Council approve the proposed Council Plan 2009-2013 framework and timetable as presented.***

~~~~~\ ~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <p><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></p> <p><u>OM081612-11 FEDERAL GOVERNMENT FUNDING OPPORTUNITY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <p>1. Endorse the allocation of \$525,000 via the Federal Government's Regional and Local Community Infrastructure Program for the following projects:</p> <ul style="list-style-type: none"> • <i>Bluewater Fitness Centre Improvements</i> • <i>Colac Visitor Information Centre Upgrade</i> • <i>Apollo Bay Footpaths – 1.2kms</i> • <i>Colac Saleyards (Colac Livestock Selling Centre) secure fence and gate</i> • <i>Forrest Tiger Trail - 1.8kms</i> <p>2. Endorse an application under the Federal Government's Regional and Local Community Infrastructure Program – Strategic Projects Program for the Bluewater Fitness Centre Stadium Redevelopment.</p> | | |
| <p><u>OM081612-12 COLAC OTWAY SHIRE COMMUNITY PLAN PROPOSAL</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <p>1. Receive this progress report on the development of a proposed Colac Otway Shire Community Plan that would inform the Council Plan 2009 - 2013.</p> <p>2. Endorse the continued development of a Colac Otway Shire Community Plan as outlined in the report.</p> | | |

| | | |
|--|--|--|
| | | |
|--|--|--|

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

OM081612-11 FEDERAL GOVERNMENT FUNDING OPPORTUNITY

| | | | |
|-------------|-------------|-----------|------------|
| AUTHOR: | Joel Kimber | ENDORSED: | Jack Green |
| DEPARTMENT: | Executive | FILE REF: | GEN0414 |

Purpose

To provide information to Council regarding two funding opportunities recently announced by the Federal Government, the *Regional and Local Community Infrastructure Program* and the *Regional and Local Community Infrastructure Program – Strategic Projects*.

To seek Council's endorsement of recommendations regarding expenditure of an allocation of \$525,000 under the *Regional and Local Community Infrastructure Program* and Council's endorsement of the proposal to develop an application under *Regional and Local Community Infrastructure Program – Strategic Projects* for funding of the Bluewater Fitness Centre Stadium Redevelopment.

Background

On 18 November 2008, the Australian Federal Government announced that \$300 million would be available to Local Governments to stimulate growth and economic activity across Australia and support national productivity and community well-being.

One-off funding of \$250 million in 2008-09 was provided to local councils under the *Regional and Local Community Infrastructure Program*. The Colac Otway Shire has been allocated \$525,000 as part of the program. A submission outlining proposed projects and expenditure is due to the Department of Infrastructure, Transport, Regional Development and Local Government by 30 January 2009.

In addition, under the *Regional and Local Community Infrastructure Program - Strategic Projects* funding program, up to \$50 million is available to Councils in 2008-09 for projects in excess of \$2 million. The guidelines for this program indicate that projects seeking a larger contribution from the Federal Government, combined with matching contributions from both State and Local Governments (and where possible community), will be looked upon more favourably. An application from Council to the Department of Infrastructure, Transport, Regional Development and Local Government is due by 23 December 2008.

The guidelines for both the *Regional and Local Community Infrastructure Program* and the *Regional and Local Community Infrastructure Program - Strategic Projects* identify eligible projects as community infrastructure including new construction and major renovations or refurbishments of assets such as:

Social and Cultural Infrastructure

- Town halls
- Theatre/music/art spaces
- Community centres
- Historic buildings
- Libraries
- Parks and gardens
- Local heritage sites
- Internet kiosk infrastructure
- Museums
- Kitchens for organisations
- Cultural centres
- Community market areas
- Enhancement of main streets and public squares

Recreation Facilities

- Sports grounds and facilities
- Swimming pools
- Sports stadiums
- Skate Parks
- Playgrounds
- Walking tracks and bicycle paths
- Community recreation spaces
- BMX/Mountain Bike parks/trails
- Rail trails
- Surf lifesaving clubs

Tourism Infrastructure

- Convention or trade centres
- Community/public attractions
- Memorial halls/walkways
- Buildings for exhibits
- Tourism information centres
- Local infrastructure to support or provide access to tourist facilities

Children, Youth and Seniors Facilities

- Playgroup centres
- Scout/guide halls
- Youth centres
- Senior citizens' centre

Access facilities

- Disabled access infrastructure
- Jetties/wharves/piers/pontoons
- Footbridges
- Bus/rail terminal upgrade
- Foreshore development
- Boat ramps

Environmental Initiatives

- Water source and treatment
- Wastewater infrastructure
- Drain and sewerage upgrades
- Water recycling plants
- Water conservation infrastructure
- Water catchments
- Waste management and processing infrastructure
- Recycling Plant

Funding will not be available for activities such as ongoing costs (e.g. operational costs and maintenance); transport infrastructure, such as roads; or related infrastructure covered by the Roads to Recovery or Black Spots programs.

The *Regional and Local Community Infrastructure Program* and *Regional and Local Community Infrastructure Program - Strategic Projects* funding is only available for additional and ready-to-proceed community infrastructure projects and for additional stages of projects that are currently underway.

Corporate Plan/Other Strategies/Policy

The projects recommended under both the *Regional and Local Community Infrastructure Program* and *Regional and Local Community Infrastructure Program - Strategic Projects* are aligned with the mission of the Colac Otway Shire:

“Colac Otway operates according to good governance principles and emphasises the importance of service, people and business in:

- *Providing community development and support services*
- *Managing Council’s infrastructure and the natural environment*
- *Facilitating strategic economic development*

The purpose of providing these services and activities is to enhance the quality of life of our residents and visitors, now and into the future.”

Issues/Options

The *Regional and Local Community Infrastructure Program* and *Regional and Local Community Infrastructure Program - Strategic Projects* present an opportunity for investment in Colac Otway Shire assets with minimal Council investment but investment in new infrastructure requires consideration of whole of life costs.

Council will need to allocate funding in future years to ongoing maintenance to infrastructure delivered through the *Regional and Local Community Infrastructure Program* projects and if successful through the *Regional and Local Community Infrastructure Program - Strategic Projects*.

A major limiting factor in considering projects which could be undertaken through this project funding is the need for the projects to be able to be undertaken/commenced within a very short time frame, and completed by September 2009. This includes any planning, project design and consultation processes.

Regional and Local Community Infrastructure Program

This one-off funding presents Council with an opportunity to either invest money into new asset development, undertake works to existing assets or a combination of both. The Economic Development, Recreation, Arts and Culture and Infrastructure departments have prepared a list of potential eligible options for Council to consider that take into account consideration of the factors outlined above, however it is appropriate that Councillors raise other projects provided that they too meet the program requirements. The two options proposed by Officers include:

Option 1 provides a contribution towards the redevelopment of an existing asset (Bluewater Fitness Centre) and the construction of a new asset in Apollo Bay (new pathways connecting residential areas with commercial areas).

Option 2 provides a contribution towards redevelopment of existing assets (Bluewater Fitness Centre and Colac Visitor Information Centre), construction of a new asset in Apollo Bay (new pathways connecting residential areas with commercial areas and a tourist pathway on the Great Ocean Road connecting Thompson St and Marriners Lookout Rd) and construction of a new asset in Forrest (Tiger Rail Trail).

Upon Council resolution of a preferred option, the Economic Development Unit will submit a proposal to the Department of Infrastructure, Transport, Regional Development and Local Government for their approval by the closing date of 30 January 2009.

Option 1

| Amount | Project | Description | Benefits |
|-----------|---|---|--|
| \$300,000 | Bluewater Fitness Centre Upgrade (EXISTING ASSET) | Improvements to the change rooms, dry program rooms, painting and supporting infrastructure | <ul style="list-style-type: none"> Reducing Council investment in building assets Enhances liveability aspects of Colac Raises professionalism of centre |
| \$225,000 | Apollo Bay paths (NEW ASSET) | Construction of new paths | <ul style="list-style-type: none"> Connecting residential areas with commercial areas Subsidises Council's capital works program Aligned to the Apollo Bay Footpath Strategy Aligned to the Apollo Bay Structure Plan Provides safe off-road access |

Option 2

| Amount | Project | Description | Benefits |
|-----------|---|--|---|
| \$300,000 | Bluewater Fitness Centre Upgrade (EXISTING ASSET) | Improvements to the change rooms, dry program rooms, painting and supporting infrastructure | <ul style="list-style-type: none"> Reducing Council investment in building assets Enhances liveability aspects of Colac Raises professionalism of centre |
| \$20,000 | Colac Visitor Information Centre Upgrade (EXISTING ASSET) | This allocation would be used to leverage State Government funding to undertake an upgrade that would open the centre to the car park now at the rear of the building, and provide an internal refit to better suit current requirements for customer service and installation of IT equipment to improve services and increase revenue. | <ul style="list-style-type: none"> Provide additional opportunities to increase retail sales (thus balancing Council expenses) No Council investment into a tourism asset Potential for matching funding from Regional Development Victoria |
| \$30,000 | Great Ocean Rd Pathway (NEW ASSET) | This allocation would be used to leverage State Government funding to construct a shared pathway connecting Thomson St with Marriners Lookout Rd on the coast side of the Great Ocean Road | <ul style="list-style-type: none"> Strengthens partnership between Council and the Apollo Bay Kennett River Public Reserves Committee of Management Aligned to the Apollo Bay Structure Plan Potential for high tourist usage Potential for matching funding from Regional Development Victoria |
| \$70,000 | Apollo Bay Pathways (NEW ASSET) | Construction of new paths connecting residential areas with the Great Ocean Rd | <ul style="list-style-type: none"> Connecting residential areas with commercial areas Subsidises funding which Council would generally pay for Aligned to the Apollo Bay Footpath Strategy Aligned to the Apollo Bay Structure Plan Provides safe off-road access |
| \$40,000 | Forrest Tiger Rail Trail (NEW ASSET) | This allocation would be used to leverage State Government funding to construct a 1.8km shared pathway between the Forrest township and the Forrest Recreation Reserve offering access for all. | <ul style="list-style-type: none"> Connects Forrest township with Recreation Reserve Provides safe off-road recreational activity Is a high priority of the township via the Forrest Township Master Plan Links Mountain Bike Trails to township |

| Amount | Project | Description | Benefits |
|----------|---|--|---|
| | | | <ul style="list-style-type: none"> • Will provide access for all • Potential for matching funding from Regional Development Victoria • Endorsed by Colac Otway Shire Recreation Strategy |
| \$65,000 | Security Fence/Gate at the Colac Saleyards (Colac Livestock Selling Centre) | Installation of a secured fence and gate at the entrance to the Colac Saleyards (Colac Livestock Selling Centre) to control access to the truck wash sale yards. | <ul style="list-style-type: none"> • Protects Colac Otway Shire asset • Reduces water consumption by approximately 1554KL annually • Over seven (7) years, reduces 66% of target water consumption reduction – as per Sustainable Water Use Plan 2007 • Reduces water bill by approximately \$21,000 over seven (7) years |

A number of community groups within the Colac Otway Shire have proposed projects to the Economic Development and Recreation, Arts and Culture departments and Councillors with respect to this funding opportunity. An assessment of each project below provides clarification as to whether the projects could be considered under this funding opportunity.

| Community Project | Description | Assessment |
|---------------------------------------|---|--|
| Stonyford Hall | Maintenance works | <ul style="list-style-type: none"> • Maintenance works are ineligible under this funding program |
| Forrest Tiger Rail Trail | Construction of 1.8kms rail trail from Forrest township to Forrest Recreation Reserve | <ul style="list-style-type: none"> • Project meets the funding guidelines • There is potential for matching funding from State Government • Project is ready to commence <p>REFER TO OPTION 2 ABOVE</p> |
| Colac Hydrotherapy Pool | Construction of a Warm Water Pool at Bluewater Fitness Centre | <ul style="list-style-type: none"> • No detail designs have been completed. • Significant redesign and development of existing Bluewater Fitness Centre facilities required. • The Bluewater Fitness Centre Warm Water Pool Feasibility Study identified there are significant ongoing operating costs. |
| Apollo Bay College P-12 Swimming Pool | Enclosing the Pool with a timber construction | <ul style="list-style-type: none"> • The Pool and its supporting infrastructure |

| Community Project | Description | Assessment |
|---|--|--|
| | | <p>are aged and require significant upgrades to extend the life of the facilities. This project would be premature given these factors.</p> <ul style="list-style-type: none"> • There are concerns regarding the long term capacity of the proposed timber structure of the pool enclosure due to condensation. • No potential for matching funding from State Government. |
| Colac Central Business District (CBD) Upgrade | Streetscape works within the Colac CBD | <ul style="list-style-type: none"> • There is significant planning required to scope the project • A Community liaison group to engage with Council has not been developed • There is significant matching funding required to undertake the project • Council needs support from VicRoads (not obtained) • Project would not be completed within timelines |
| Colac Central Reserve Upgrade | Improvements to the grandstand, club change rooms, administration offices, dedicated officials and first aid rooms | <ul style="list-style-type: none"> • There is a need to gain other funding • Detailed design is required • Project would not be completed within timelines |

In light of these community suggestions and through an assessment of current and future Council works plans, the two options have been presented.

Option 1 provides maximum benefit to a major outstanding building asset renewal project in Bluewater Fitness Centre, that would reduce Council's building asset renewal gap and be a major injection of funds into the provision of new required infrastructure in Apollo Bay.

Option 2 presents a broader spread of projects and the opportunity to attract extra funds from the State Government while still providing significant funding to projects proposed in Option 1.

It is recommended that Council endorse Option 2 to allocate the \$525,000 from the *Regional and Local Community Infrastructure Program* funding, although as noted earlier it is

appropriate that Councillors raise other projects for consideration provided that they to meet the program requirements.

Regional and Local Community Infrastructure Program – Strategic Projects

An assessment of existing and future projects by Economic Development, Recreation, Arts and Culture and Infrastructure departments against the program funding guidelines indicates that the most likely project to be successful under this program would be the Bluewater Fitness Centre Stadium Redevelopment.

The proposed redevelopment of the Bluewater Fitness Centre Stadium would be far greater in scale than the more limited works proposed under the other funding program and includes:

- Redevelopment of two existing undersized indoor basketball courts to ensure court compliance with state sporting associations. Court compliance would be based on basketball and netball state standards which would ensure capacity to cater for other sport and recreation activities such as badminton, volleyball and indoor soccer.
- Construction of a new show court with spectator seating. The third court would be constructed as an extension to the two court facility creating a large open space venue with a capacity to cater for large volume events and functions.
- New change rooms and toilets with the capacity to cater for large groups and schools.
- Dedicated first aid room to meet compliance requirements.
- New officials and administration room with the capacity to cater for regular user groups of the stadium and for special events and functions.
- Design features to enable large scale events and functions to support the community for a broad range of activities not limited to sporting activities.

The existing stadium, supporting amenities and dry program rooms are aged, have inadequate air circulation and are not used on a regular basis as they are not appropriate for the facility demands. There is strong evidence to support the need for improved community sport and recreation indoor program space, amenities and compliant stadium facilities. This is further supported by the draft Bluewater Fitness Centre Stadium Feasibility Study.

The Colac Hydrotherapy Pool Committee has approached Council to consider construction of a Warm Water Pool under this funding opportunity. The Pool is not an option to be considered as:

- There has been no detail design completed.
- Significant redesign and development of existing Bluewater Fitness Centre facilities would be required.
- The Bluewater Fitness Centre Warm Water Pool Feasibility Study identified there are significant ongoing operating costs

The *Regional and Local Community Infrastructure Program – Strategic Projects* is seeking submissions in excess of \$2m. The estimated total cost of the Bluewater Fitness Centre Stadium Redevelopment is \$6 million. To undertake this project, Colac Otway Shire will be seeking a significant contribution from the State Government through the Department of Education and Early Childhood Development and Sport and Recreation Victoria and a contribution from the local Basketball Association. The remainder will be sought from the *Regional and Local Community Infrastructure Program – Strategic Projects*.

This project is the only multi-million dollar project ready to commence within the timelines of the funding guidelines. The alternative project that was considered was the Colac Central Business District (CBD) Upgrade but this project was discounted as the Master Planning and

community consultation that needs to take place to develop a credible proposal has not commenced and would likely take in excess of 12 months.

Proposals under the *Regional and Local Community Infrastructure Program – Strategic Projects* must be “project-ready” as at the closing date for applications, 23 December 2008.

Federal Member for Corangamite, Darren Cheeseman has indicated his support for the Bluewater Fitness Centre Stadium Redevelopment under this funding program.

Proposal

That Council adopt the *Regional and Local Community Infrastructure Program Option 2* as it spreads the available funding further across more projects and enables the opportunity to seek extra matching State Government funds of approximately \$31 5,000 bringing the potential total of State and Federal Government funds to approximately \$840,000.

That Council support an application under the *Regional and Local Community Infrastructure Program – Strategic Projects* funding program for the Bluewater Fitness Centre Stadium Redevelopment.

Financial and other Resource Implications

The projects recommended under the *Regional and Local Community Infrastructure Program* require no matching Council funds as it is anticipated that the balance of these projects will be able to be serviced from State Government grants. Informal discussions regarding these projects have commenced with the relevant funding agencies.

In addition, Council officer time will be allocated to the submission for funding, managing the grants funds and project managing the infrastructure implementation. Ongoing maintenance costs will be met by Council and the Department of Education on a shared basis as currently occurs, and it is noted that these works will reduce the need for maintenance in the future.

The redevelopment of the Bluewater Fitness Centre Stadium under the *Regional and Local Community Infrastructure Program – Strategic Projects* will require matching funds expected to be sourced from the State Government and the local Basketball Association. Council officer time will be allocated to the submission for funding, managing the grants funds and project managing the infrastructure implementation. Ongoing maintenance costs will be met by Council.

Risk Management & Compliance Issues

All endorsed projects to be undertaken will adhere to Council's Risk Management processes as dictated by the project briefs that must be completed by project managers. There is some risk that Council does not receive the balance of the funding from external sources. These projects would therefore need to be considered with Council funds via the 2009/2010 budget process.

Environmental Considerations

All endorsed projects to be undertaken will adhere with Planning and Environment requirements as dictated by the Project Briefs that must be completed by project managers. It is not anticipated that there would be any significant environmental issues with these projects.

Communication Strategy/Consultation

Regional and Local Community Infrastructure Program

Upon Council endorsing the recommendations in this report, a media release will be prepared by the Economic Development Unit in order to promote the projects to be undertaken by Council as a result of the Federal Government funding provided.

Regional and Local Community Infrastructure Program – Strategic Projects

Upon Council endorsement of the recommendations in this report, a media release will be distributed detailing the project Council's preferred option for the redevelopment of the Bluewater Fitness Centre Stadium.

Implementation

Regional and Local Community Infrastructure Program

Following Council endorsement of this report, a submission detailing the projects to which Council will allocate the \$525,000 funding will be forwarded to the Department of Infrastructure, Transport, Regional Development and Local Government by the due date of 30 January 2009.

Regional and Local Community Infrastructure Program – Strategic Projects

Following Council endorsement of this report, an application under this funding program will be forwarded to the Department of Infrastructure, Transport, Regional Development and Local Government by the due date of 23 December 2008.

Conclusion

The Federal Government has offered Council \$525,000 without any requirement for matching funds to implement infrastructure projects that stimulate growth and economic activity and support national productivity and community well-being.

Officers recognise that Councillors may raise other projects for consideration, but have recommended consideration be given to support for Option 2 as above that allocates this funding to:

- Bluewater Fitness Centre Improvements to the change rooms, dry program rooms, painting and supporting infrastructure
- Colac Visitor Information Centre Upgrade
- Apollo Bay Paths - Construction of new paths connecting residential areas with the Great Ocean Rd
- Colac Saleyards secure gate and fence
- Forrest Tiger Trail - 1.8km shared pathway between the Forrest township and the Forrest Recreation Reserve

The Federal Government has also offered Council the opportunity to apply for a grant in excess of \$2m under the *Regional and Local Community Infrastructure Program – Strategic Projects*. An assessment has been made of Council's major capital works and it is recommended that Council endorse the proposal to submit an application for the Bluewater Fitness Centre Stadium Redevelopment.

Attachments

Nil

Recommendation(s)

That Council:

1. **Endorse the allocation of \$525,000 via the Federal Government's Regional and Local Community Infrastructure Program for the following projects:**
 - **Bluewater Fitness Centre Improvements**
 - **Colac Visitor Information Centre Upgrade**
 - **Apollo Bay Footpaths – 1.2kms**
 - **Colac Saleyards (Colac Livestock Selling Centre) secure fence and gate**
 - **Forrest Tiger Trail - 1.8kms**

2. **Endorse an application under the Federal Government's Regional and Local Community Infrastructure Program – Strategic Projects Program for the Bluewater Fitness Centre Stadium Redevelopment.**

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**OM081612-12 COLAC OTWAY SHIRE COMMUNITY PLAN PROPOSAL**

AUTHOR:	Mike Barrow	ENDORSED:	Doug McNeill
DEPARTMENT:	Executive	FILE REF:	GEN00233

**Purpose**

To seek Council endorsement of the continued development of a Colac Otway Shire Community Plan.

To provide Council with a progress report on the development to date of a Community Plan that would inform the Council Plan 2009 - 2013.

**Background**

This report is designed to provide Council with the background to the process of developing a Colac Otway Shire Community Plan, advise Council of the decision made in September 2008 to support the Community Planning process and provide Council with the opportunity to review the decision.

At its meeting on 23 September 2008, Council resolved the following:

***That Council:***

1. ***Receive this progress report on the development of a proposed Colac Otway Shire Community Plan that would inform the Council Plan 2009 - 2013 and note the:***
  - ***Reasons for Council's involvement with Community Planning***
  - ***Process for the Community Plan informing the Council Plan***
  - ***Development of the Colac Otway Shire Community Planning process***
  - ***Implementation options for the Community Plan***
  - ***Funding received and funding necessary for implementation of the Community Plan.***
2. ***Endorse the Community Plan Terms of Reference.***

*(Attachment 1: OM082309-20 Colac Otway Shire Community Plan Proposal Council Report)*

Since that date the Community Planning process has commenced with a series of eleven consultation workshops with existing Community Stakeholder Groups. These sessions were structured to inform and shape the process by exploring the concept of community planning, the things that could make it succeed or fail, and the options for implementation of a broad community engagement strategy early in 2009.

The sessions were not open public sessions because the main focus was to clarify processes and methods of engagement. The Stakeholder Groups were combined as follows:

- Learning, Careers and Skills
- Council Committees
- Youth Council
- Business including Tourism Groups & Representative Groups
- Volunteers & Community Organisations - Lions, Apex
- Health and Community, Disability Groups & Older people

- Government Departments, Statutory Authorities, CFA, Police, Ambulance and SES.
- Environment Groups, Landcare Networks
- Council, Lobby and Action Groups
- Recreation, Arts, Culture and Events
- Council Staff

The collated data from these consultations indicates that the community would support the concept of community planning. A number of suggestions were made regarding an open transparent process and ideas presented with regard to implementation of priorities.

(Attachment 2: Summary of Community Group Engagement Program - October 2008)

### **Corporate Plan/Other Strategies/Policy**

A Council Plan objective added after the 2005/06 Council Plan review is:

*“Through effective community engagement, develop a Colac Otway 2030 Vision, with a view to developing a long-term strategic vision for the municipality around a number of key themes including: Quality of Life, Environmental Stewardship, Built Environment, Local Economy, Tourism and Culture, and Living and Learning.”*

The Colac Otway 2030 Vision would be delivered through the Community Plan. It would also be an important component of preparing the 2009 – 2013 Council Plan as it would identify priority actions for Council to implement over that four year period.

The Community Plan would be designed and implemented in accordance with the Colac Otway Shire Community Consultation and Engagement Policy August 2006.

### **Issues/Options**

Since Council adopted the Community Plan recommendations above at the September 2008 meeting there may be an expectation by some community members that the process would continue. It was made clear to the Community Stakeholder Groups engaged to provide advice on the process that Council was seeking funding to support the process and that the success of the Community Planning process and the implementation of the Plan depended on significant external funding and a Council budget commitment.

Council has two options, one to endorse the continued development of the Community Plan and the other to discontinue the process. The option to continue the process is the preferred option as Community Planning is a recognised method of involving community in the development of the Council Plan and it will serve to identify community priorities as well as provide opportunities for community leadership and to strengthen our communities.

The process would also build capacity and skills within the Council organisation to engage and consult effectively with the community. The following table outlines an indicative timetable.

WHAT	WHEN
Engagement # 1 - to inform, test and shape the concept	end October
Council Commit to Support & advise State Grant	16 <sup>th</sup> December
Commence the Process and Communications including: <ul style="list-style-type: none"> <li>• Media Release from Mayor and Council</li> <li>• Cover letter and Summary Report to Community Groups</li> <li>• Call for "Community Champions"</li> </ul>	From 17 <sup>th</sup> December
Establish Community Champions and conduct a Launch Event	End Jan/early Feb
Engagement # 2 – commence vision and community priority work	February 09
Produce a "Community Scan" – <i>a listing of Municipal and local area issues, concerns and ideas sorted by 'frequency' only</i>	End March
Announce State Grant (to be confirmed)	February/March
Continue Plan Development – refine priorities, survey, testing priorities and local discussions	April to August
Draft Community Plan Feedback	September
Launch Community Plan	Nov/December
Start Implementation	Jan 2010 on

The second option is not to endorse the continued development of the Community Plan and fulfil its obligation to community engagement and consultation as a key responsibility of Local Government and a central principle in planning and decision making processes through consultation forums to create the Council Plan 2009 – 2013.

### Proposal

It is proposed that Council proceed with the development of a Community Plan as it provides a thorough and sound process for exploring and understanding community needs and aspirations to develop a set of priorities that would strengthen the Council Plan and promote community priorities with State and Federal Governments. It would also serve as a method of building a stronger more connected and committed community and a stronger internal culture of engagement and consultation within the Colac Otway Shire organisation. It is important to recognise that current financial resources are inadequate to support a Full

Community Planning process, and the implementation of the program is dependant on the success of the funding applications outlined in the following section of the report.

### **Financial and other Resource Implications**

The development of the Community Plan process is currently being implemented through the engagement of a part time Coordinator funded by a grant of \$50,000 from the Department of Planning and Community Development (DPCD). An application for a further DPCD grant of \$30,000 has been submitted to continue this work through the proposed next stages to complete a scoping draft of the Plan by 30 June 2009.

The Economic Development Unit has submitted a \$500,000 Community Support Fund (CSF) grant submission for a three year process to finalise the Community Plan by December 2009 and fund implementation up until June 2012. This will require a commitment of Council supporting funds of \$68,093 in the first year, \$52,256 in the second year and \$60,356 in the third year for three financial years 2009 - 2012. (*Attachment 3: Budget-Community Plan V4 for DPCD Planning Grant*)

Council will be notified of the result of the \$500,000 CSF submission early in 2009. If successful there will be a Council Budget bid for \$68,093 for the 2009/10 financial year to match the State Government funds. If the funding submission is not successful community priorities would be channelled through the process of determining Council commitments for the Council Plan 2009 – 2013, and the development of a comprehensive Community Plan would be discontinued.

Implementation of the Community Plan recommendations regardless of the \$500,000 CSF submission success will depend on the availability of Council resources and the extent of further external funding achieved.

The development of the Community Plan process is currently being supported through existing staff resources across the Sustainable Planning and Development and Corporate Services Departments and it is expected that this would continue throughout the development and implementation process.

### **Risk Management & Compliance Issues**

The most significant risk to Council at this point is the risk of a poor public perception if the Community Planning process is not continued at least until the scoping draft Plan is completed.

The financial risk to Council is there may not be sufficient funds to fully develop the Community Plan beyond that time. There is an associated risk in the Stakeholder Groups engagement process in that their expectations would be raised without the ability of Council to deliver the proposed process.

If the \$500,000 CSF grant submission is successful and the process runs according to the proposed plan and structure, it would require ongoing resourcing that may not be externally available. While individual project funding may be available externally Council would have to fund the review and ongoing implementation strategy from the Council Budget.

### **Environmental Considerations**

There are no specific environmental considerations in conducting the process of developing a Community Plan, however it is expected that Environment would feature as a key priority in the Community Planning process especially in relation to natural resources management, roadside vegetation management, pest animal and weed control on public land, climate change, sea level rise and water resource management.

### Communication Strategy/Consultation

A comprehensive communication strategy has been drafted including a public launch, advertising, print and electronic media releases and editorial opportunities, web site information, newsletters, and direct invitations. (Attachment 4: Draft Community Plan Communications Strategy)

### Implementation

The pre-planning phase that has already been conducted, included developing the concept, sounding out the community and engaging a consultant to build a proposed structure and achieve external funding support. The initial funding has enabled the engagement of a part time Community Planning Coordinator to further enhance the structure, plan the process and seek significant funding to finalise the engagement and consultation processes and implementation stage.

Stage One included a series of Consultation Workshops with existing Community Stakeholder Groups. These sessions were to inform and shape the process by exploring the concept of community planning and the options for implementation of a broad community engagement strategy early in 2009.

Stage Two would include broad location based engagement to take place in early 2009:

- **Central** Colac and Elliminyt
- **North West** Beeac, Cressy, Cororooke, Pirron Yallock, Swan Marsh, Irrewarra, Warrion, Dreeite, Alvie, Coragulac
- **Coastal** Apollo Bay, Marengo, Paradise, Glenaire, Johanna, Skenes Creek, Kennett River, Wye River, Separation Creek
- **East** Birregurra, Barwon Downs, Warncoort
- **South West** Gellibrand, Forrest, Beech Forest, Lavers Hill, Carlisle River, Barramunga, Wyelangta, Yuulong, Wangerrip

Stage Two would also include a formal assessment process to determine what Community Priorities are adopted as Council Commitments in the Council Plan 2009 – 2013.

Stage Three would be a three year implementation stage including a review phase in the final year to coincide with the Council Plan 2013 – 2017 and would be dependent on the success of the funding application.

Ongoing implementation beyond stage three would depend on Council's commitment to the 20 year Community Plan vision, an assessment of existing resources and the availability of external funding support.

### Conclusion

Colac Otway Shire has commenced a Council endorsed process of developing a comprehensive Community Plan to 2030 that identifies what the community values about Colac Otway Shire and its vision of the Shire in 2030, along with prioritised action plans necessary to bring this vision to fruition.

The Community Plan would include a community vision for the future achieved through a range of engagement and consultation processes. It would have municipality wide priorities and local area priorities. It would be a community owned process and a community driven process through the appointment of Community Champions as the Community Plan Committee.

The process would be supported and nurtured by Council and the Community Plan would inform the Council Plan through a formal process where Community Priorities are assessed by Council for inclusion as Council Commitments in the Council Plan 2009 – 2013. Since the final Community Plan will not be completed until after the Council Plan is adopted by Council in June 2009, it would be possible to amend the Council Plan at the end of the financial year 2009/10 to include new Community Priorities that emerge throughout the finalisation process.

The Community Planning process would build closer relationships between Council and the community and build a stronger culture of engagement and consultation with the Colac Otway Shire organisation.

The Community Plan would have three stages, planning and initial consultation, development of the Plan and implementation of the plan. The scale of implementation of the Community Plan would depend on funding and resources.

A successful grant application to the State Government Community Support Fund would enable:

- Realisation of selected Community Priorities through the Council Plan.
- Executive and administrative support for the Community Champions.
- Development of government and community networks to support the ongoing process of community engagement, community planning and community development.
- Advocacy with State and Federal Governments on behalf of community for Community Priorities not within Council's responsibilities or resources to implement.
- Development of a culture of engagement and consultation and development of relevant skills within the Colac Otway Shire organisation

A Community Plan provides a thorough and sound process for exploring and understanding community needs and aspirations to develop a set of priorities that would strengthen the Council Plan and promote community priorities with State and Federal Governments. It would also serve as a method of building a stronger more connected and committed community and a stronger internal culture of engagement and consultation within the Colac Otway Shire organisation.

### **Attachments**

- Attachment 1 OM082309-20 Colac Otway Shire Community Plan Proposal Council Report
- Attachment 2 Summary of Community Group Engagement Program – Oct. 2008
- Attachment 3 Budget-Community Plan V4 for DPCD Planning Grant
- Attachment 4 Draft Community Plan Communications Strategy
- Attachment 5 Community Plan Terms of Reference

### **Recommendation(s)**

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

- 1. Receive this progress report on the development of a proposed Colac Otway Shire Community Plan that would inform the Council Plan 2009 - 2013.***
- 2. Endorse the continued development of a Colac Otway Shire Community Plan as outlined in the report.***





The Council Plan 2004 – 2009 was developed through a series of community consultation forums and there are a range of related short and long term strategies existing within Council that have been developed through consultation with the community.

Colac Otway Shire Council currently has a range of programs that address community aspirations and needs ranging from the Council Plan to public health programs, land use plans and the Small Town Improvement Program. What is lacking is an overarching Community Plan that links the various sectors together that can identify a future vision and help guide the preparation of the 4 year Council Plan. Council recognised this need for a long range plan in the 2005/06 Council Plan review, by including the development of a Colac Otway 2030 Vision.

Developing a Community Vision was identified as one of the key priority areas for action during a Colac Otway Shire Economic Development Forum held in May 2008 and auspiced in partnership with the Member for Corangamite Darren Cheeseman. A group of business, tourism, and education leaders identified Leadership, Focus on Future and Innovation as overarching themes and proposed a set of opportunities for Colac Otway Shire under the headings of Community Vision, Liveability, Infrastructure and Skills. It was agreed at the forum that the starting point would be a Community Planning process that engages the whole community and takes into account the key challenges for the future.

Colac Otway Shire faces a number of these challenges. The Shire's economy is transforming under the pressure of global markets, climate change, the growth of tourism and Government policy in the area of natural environment and timber harvesting. Agriculture remains the major generator of wealth and employment both in primary production and manufacturing including meat, dairy and timber products, however, tourism and lifestyle are emerging as key drivers of change.

The economy is healthy. It is listed as 133 Out of 590 municipalities in the BankWest Quality of Life Index 2008. Five hundred and ninety local government areas (LGAs) across Australia, including 79 in Victoria, were ranked against 10 key criteria including employment levels, crime rates, internet access, health, education levels, earnings, home ownership rates, house size, proportion of empty homes and community involvement.

However there is also significant social disadvantage and indicators of concern for ongoing economic growth. Demographic data released from the 2006 Census informs us that population growth is at .6% and ageing. There is a labour and skills shortage, low levels of education and training. According to Jesuit Social Services Research in 1999, Colac Otway Shire is the 14<sup>th</sup> most disadvantaged place in Vic. and NSW and in 2007 the 18<sup>th</sup> most disadvantaged Victorian postcode.

Sustaining economic growth and overcoming social disadvantage are vital and interrelated aspects of a healthy local community. The Community Planning process would provide the opportunity to create integrated solutions through community, business, and Local Government working together.

The overarching theme of Council's Community Planning process would be "Bringing our Community Together". The 2008 Local Government Community Satisfaction Survey indicated that there was a decrease in the level of satisfaction rates for the Colac Otway Shire. Several aspects may have contributed to this result including community concerns over the Beechy Centre precinct and Joint Use Library and the proposed Great Ocean Green Development in Apollo Bay. The results of the Survey highlighted the need for the Colac Otway Shire to find better ways of working closely with the community to ensure that they are able to meet the challenges of the future together.

A Community Plan would recognise diversity and differences while developing a broadly supported community vision of a preferred view of the future that would position Colac Otway Shire to take advantage of change. The process would draw the distinction between a probable future if the work is not done to highlight key challenges and develop strategies to overcome them and a preferred future where community vision and the resources of community, Council and all levels of government are brought together to create prosperity, community well being and sustainability.

A Community Plan would position the Shire well for taking advantage of election processes at State and Federal level where there are opportunities to obtain commitments and funding for large scale transformational projects. An example of this is the 2007 Labour Party election commitment to duplicate the Princes Highway from Geelong to Winchelsea.

The Community Plan would inform the Council Plan through a formalised process to assess Community Priorities for inclusion as Council Commitments in the Council Plan. The current Council Plan 2004 – 2009 was developed through a series of community engagement forums where the community was invited to have input into priorities for Council planning over the coming four years. Community Planning is the process for consultation and methodology for creating the Council plan could improve on this by:

- **Initial engagement with the community to ask them to assist us in developing the structure and process of the Community Plan.**

The Community Planning process will commence with a series of Consultation Workshops with existing Community Stakeholder Groups. These sessions will be to inform and shape the process by exploring the concept of community planning and the options for implementation of a broad community engagement strategy early in 2009.

The sessions will not be open public sessions because the main focus is to clarify processes and methods of engagement. The Stakeholder Groups have been combined as follows:

- Learning, Careers and Skills
  - Council Committees
  - Youth Council
  - Business including Tourism Groups & Representative Groups
  - Volunteers & Community Organisations - Lions, Apex
  - Health and Community, Disability Groups & Older people
    - Government Departments , Statutory Authorities, CFA, Police, Ambulance
    - and SES
  - Environment Groups, Landcare Networks
  - Lobby and Action Groups
  - Recreation, Arts, Culture and Events
  - Council
  - Council Staff
- **Creation of a strategic leadership group called Community Champions to lead the process and ensure community ownership, engagement, and responsibility for prioritising community aspirations.**

The Community Engagement Strategy for the Community Plan has been developed using the framework from Council's existing Community Engagement and Consultation Policy and Tool Kit. The following principles would guide the process:

- **Transparency, openness and clarity** –to ensure stakeholders are given all the information they need to make informed contributions.
- **Commitment** – to show respect for both stakeholders and participants in the process.
- **Accessibility** – to provide different ways for people to participate.
- **Accountability** - to respond to participants with information on how their contributions have influenced the outcome and final decisions.
- **Responsiveness** – a willingness to listen to the inputs of people who have participated in the process
- **Willingness to learn** – to ensure the process is based on a willingness to learn from the consultation process
- **Independent participation** – forming views and making decisions based on the information at hand and in the best interest of the Community Planning process.

The Community Engagement Strategy for the Community Plan has been designed to ensure that the community would have the opportunity to participate in decision making processes through a range of approaches that will be designed for specific communities and groups.

It is likely that the Community Plan would include a range of aspirations and concepts that are outside Council's direct control and a formal process would be designed to assess the Community Plan priorities for inclusion in the Council Plan. The research, consultation and drafting processes would be dovetailed so that the Community Plan effectively informs and supports the Council Plan.

### **Corporate Plan/Other Strategies/Policy**

A Council Plan objective added after the 2005/06 Council Plan review is:

"Through effective community engagement, develop a Colac Otway 2030 Vision, with a view to developing a long-term strategic vision for the municipality around a number of key themes including: Quality of Life, Environmental Stewardship, Built Environment, Local Economy, Tourism and Culture, and Living and Learning."

The Colac Otway 2030 Vision would be delivered through the Community Plan. It would also be an essential component of preparing the 2009 – 2013 Council Plan as it would serve as the consultation strategy for preparation of the Council Plan and identify priority actions for Council to implement over that four year period.

The Community Plan would be designed and implemented in accordance with the Colac Otway Shire Community Consultation and Engagement Policy August 2006.

### **Issues/Options**

The Community Planning process includes an external steering group of community leaders called Community Champions and an internal representative group of key staff. A key issue for Council is the relationship of Council to the Community Champions and the role of each in the development of the Community Plan and the Council Plan. The Terms of Reference governing the operations of both the Community Champions and the Project Management Group are attached for Council's consideration.

The Community Champions would be recruited through a public Expression of Interest process and a selection panel made up of the Mayor of Colac Otway Shire; the CEO of the Shire; a representative from the Victorian Government Department of Planning and Community Development; and one independent person with skills and experience in community planning and development.

Their main responsibility would be to lead the community planning process to ensure that it is a true Community Plan.

The Community Champions will be supported by an operational group of key staff, the Project Management Group:

- CEO
- General Manager, Corporate & Community Services
- General Manager, Infrastructure & Services
- General Manager, Sustainable Planning & Development
- Manager Economic Development
- Manager, Planning & Building
- Manager, Organisational Support & Development
- Strategic Planning Coordinator
- Community Plan Coordinator
- Public Relations Coordinator
- Corporate Support Officer
- Other Officers as deemed necessary

The role of Council would be to:

- Provide initial support for the concept to enable Staff to build the structure and processes.
- Endorse the proposal as outlined in this report to provide leadership to the community, governing authority and credibility to the process.
- Participate in the selection of the Community Champions through the Mayor as a representative on the selection panel.
- Support and encourage community leaders from business, tourism, farming, health, recreation, community sector to become a member of the Community Champions group.
- Work closely with the Champions to build trust in the process and ensure that the community sees Community Planning as a collaborative process that will have achievable outcomes.
- Participate in the process of developing a formalised assessment process to assess Community Priorities for inclusion as Council Commitments in the Council Plan.

A key issue for Council is the understanding that if the three year funding submission is not successful the Community Plan could only be implemented on a low scale through inclusion of community priorities assessed as suitable Council Commitments in the Council Plan. Community expectations would have to be managed throughout the process to make it clear that Council would not have the resources to fully support an implementation program.

The development of a Community Plan proposal has been made possible through an initial grant of \$50,000 from the Department of Planning and Community Development (DPCD).

An application for a further DPCD grant of \$30,000 has been submitted and we will be advised of the result by 30 September 2008.

The implementation of the Community Plan recommendations will depend on the extent of further external funding achieved. The Economic Development Unity is currently working on a Community Support fund (CSF) grant submission for the three year implementation stage due for lodgement by 30 September 2008. We will be notified of the result of this submission early in 2009. If the funding submission is not successful the Community Plan would be implemented on a low scale through inclusion of community priorities assessed as suitable Council Commitments in the Council Plan.

A related issue is the ongoing implications of adopting a Community Planning process. The current proposal has three stages, planning and initial consultation, development of the Plan and implementation of the plan, structured to coincide with the Council Planning process. It is a 20 year vision that would be reviewed each 4 years according to the Council Plan cycle. The current and anticipated external funding is expected to enable the development and implementation of the Community Plan. Once this cycle of external funding is completed it would be expected that Council would fund future 4 year review cycles and further implementation.

If Council provides endorsement and the initial community stakeholder consultations provide endorsement, the broad community engagement process to develop the Community Plan would be scheduled for early in the new calendar year with the aim of integrating with the Council Plan which is scheduled for final adoption by Council in June 2009. A key issue is the limited time available for the process, the intensity of community issues that will be raised during this period and the load on Council staffing resources.

Another issue for consideration is community expectations. The process would be designed to make it clear that community priorities may cover a broad range of needs and aspirations and while Council may support and advocate for change across a broad spectrum of community life; it is only able to directly resource and influence those areas that are its direct responsibility. This would also be made clear in the assessment process for considering Community Priorities for inclusion in the Council Plan

## **Proposal**

Council has three options:

**Option One** is to endorse the concept of the proposed Community Plan as outlined above.

**Option Two** is not to endorse the proposed Community Plan as outlined above but fulfil its obligation to community engagement and consultation as a key responsibility of Local Government and a central principle in planning and decision making processes through consultation forums to create the Council Plan 2009 - 2013, as was done in the development of the current Council Plan

**Option Three** is to endorse of the concept of the proposed Community Plan as outlined above to the point of completion of the Plan and integration with the Council Plan making a commitment to deliver on community aspirations through the Council Plan according to the resources and responsibilities of Council.

*Option One* is the proposed option in that it provides a thorough and sound process for exploring and understanding community needs and aspirations to develop a set of priorities that will give us strength in developing the Council Plan and promoting community priorities with State and Federal Governments. It will also serve as a method of building a stronger

more connected and committed community and a stronger internal culture of engagement and consultation within the Colac Otway Shire organisation.

It is proposed that Council endorses the concept of the proposed Community Plan and the attached Terms of Reference including the Community Champions and the Community Plan Project Management Group.

### **Financial and other Resource Implications**

The development of the Community Plan process is being implemented through the engagement of a part time Coordinator funded through a grant of \$50,000 from the Department of Planning and Community Development (DPCD). An application for a further DPCD grant of \$30,000 has been submitted and we will be advised of the result by 30 September 2008.

The implementation of the Community Plan recommendations will depend on the extent of further external funding achieved. The Economic Development Unit is currently working on a Community Support Fund (CSF) grant submission for the three year implementation stage, due for lodgement by 30 September 2008. We will be notified of the result of this submission early in 2009. If the funding submission is not successful the Community Plan would be implemented on a low scale through inclusion of community priorities assessed as suitable Council Commitments in the Council Plan.

The development of the Community Plan process is also being supported through significant existing staff resources across Sustainable Planning and Development and Corporate Services.

If the larger grant submission for the implementation phase is not successful Council would scale back the implementation to what could be managed through Council's existing and future internal resources.

### **Risk Management & Compliance Issues**

The initial risks to Council are financial in that there may not be sufficient funds to develop the Community Plan. There is an associated risk in the Stakeholder Groups engagement process in that their expectations would be raised without the ability of Council to deliver the proposed process.

If the larger grant submission for the implementation phase is successful and the process runs according to the proposed plan and structure, it would require ongoing resourcing that may not be externally available. While individual project funding may be available externally Council would have to fund the review and ongoing implementation strategy from its budget.

There are further risks associated with Community Planning:

- Failure to secure Council (current and new) support.
- Community faith in the process would quickly be dissipated if Council is not fully supportive of the process and Community Priorities are not reflected in the Council Plan.
- Failure to act on implementation of Community Priorities.

The planning process would be likely to raise people's hopes and expectations in terms of new infrastructure, facilities, and services. Council has a limited annual budget and a 4 year cycle. Not all community priorities will be within Council's ability to directly influence. It would be important to make this clear through the process. It is important that Community Priorities are seen to be supported by Council, whether

through a commitment to directly acting on or through partnership and advocacy with other levels of Government.

### **Environmental Considerations**

While it would be likely that environmental issues would emerge as key priorities for action in the Community Plan process there are no specific environmental considerations in conducting the process.

### **Communication Strategy/Consultation**

The communication process to date has included initial scoping discussions with key stakeholders within the community from business, education, health and community services. The next phase will be letters inviting community representatives to the Stakeholder Group sessions to inform and shape the process by exploring the concept of community planning and the options for implementation.

If the Community Planning proposal is endorsed by Council and by the Stakeholder Groups there will be a comprehensive communication strategy including a public launch, advertising, print and electronic media releases and editorial opportunities, web site information, newsletters, and direct invitations.

### **Implementation**

The pre-planning phase has included developing the concept, sounding out the community and engaging a consultant to build a proposed structure and achieve external funding support. The funding has enabled the engagement of a part time Community Planning Coordinator to further enhance the structure, plan the process and seek funding to implement the engagement and consultation process and implementation stage.

Stage One would include a series of Consultation Workshops with existing Community Stakeholder Groups. These sessions will be to inform and shape the process by exploring the concept of community planning and the options for implementation of a broad community engagement strategy early in 2009.

- The sessions will not be open public sessions because the main focus is to clarify processes and methods of engagement.

Stage Two would include broad location based engagement (public sessions) to take place in early 2009:

- **Central** Colac and Elliminyt
- **North West** Beeac, Cressy, Cororooke, Pirron Yallock, Swan Marsh, Irrewarra, Warrion, Dreeite, Alvie, Coragulac
- **Coastal** Apollo Bay, Marengo, Paradise, Glenaire, Johanna, Skenes Creek, Kennett River, Wye River, Separation Creek
- **East** Birregurra, Barwon Downs, Warncoort
- **South West** Gellibrand, Forrest, Beech Forest, Lavers Hill, Carlisle River, Barramunga, Wyelangta, Yuulong, Wangerrip

Stage Two would also include a formal assessment process to determine what Community Priorities are adopted as Council Commitments in the Council Plan 2009 – 2013.

Stage Three would be a three year implementation stage including a review phase in the final year to coincide with the Council Plan 2013 - 2017

Ongoing implementation would depend on Council's commitment to the 20 year Community Plan vision, an assessment of existing resources and the availability of external funding support.

### **Conclusion**

Colac Otway Shire is in the process of developing a comprehensive Community Plan to 2030 that identifies what the community values about Colac Otway Shire and its vision of the Shire in 2030, along with prioritised action plans necessary to bring this vision to fruition.

The Community Plan would include a community vision for the future achieved through a range of engagement and consultation processes. It would have municipality wide priorities and local area priorities. It would be a community owned process and a community driven process through the appointment of Community Champions as the Community Plan Committee.

The process would be supported and nurtured by Council and the Community Plan will inform the Council Plan through a formal process where Community Priorities are assessed by Council for inclusion as Council Commitments in the Council Plan 2009 – 2013.

The Community Planning process would build closer relationships between Council and the community under the theme "Bringing Our Community Together" and build a stronger culture of engagement and consultation with the Colac Otway Shire organisation.

The Community Plan has three stages, planning and initial consultation, development of the Plan and implementation of the plan. The scale of implementation of the Community Plan depends on funding and resources.

There are *two options* for the implementation of the Community Plan.

**Option One** is based on a successful grant application to the State Government Community Support Fund that would enable:

- Realisation of selected Community Priorities through the Council Plan.
- Executive and administrative support for the Community Champions.
- Development of government and community networks to support the ongoing process of community engagement, community planning and community development.
- Advocacy with State and Federal Governments on behalf of community for Community Priorities not within Council's responsibilities or resources to implement.
- Development of a culture of engagement and consultation and development of relevant skills within the Colac Otway Shire organisation

**Option Two** is based on no further external funding and would be limited to:

- Realisation of selected Community Priorities through the Council Plan.

### **Attachments**

Community Plan Terms of Reference

**Recommendation(s)*****That Council:***

1. ***Receive this progress report on the development of a proposed Colac Otway Shire Community Plan that would inform the Council Plan 2009 - 2013 and note the:***
  - ***Reasons for Council's involvement with Community Planning***
  - ***Process for the Community Plan informing the Council Plan***
  - ***Development of the Colac Otway Shire Community Planning process***
  - ***Implementation options for the Community Plan***
  - ***Funding received and funding necessary for implementation of the Community Plan.***
2. ***Endorse the Community Plan Terms of Reference.***



# SUMMARY OF “COMMUNITY GROUP” ENGAGEMENT PROGRAM – OCTOBER 2008



3rd  
December  
2008

## COLAC OTWAY COMMUNITY PLANNING

During October 2008, eleven workshops were conducted with 87 people from Community Organisations to “test the concept” of introducing a Community Planning process in the municipality.

Community Planning is a separate process to Council Planning and provides a “bottom up” engagement approach to developing a Community Vision and Community Priorities.

Community Planning fosters new, stronger working relationships and partnerships to deliver the Community Plan in towns and hamlets. It has the potential to collaboratively address Municipal-wide challenges and solutions.

## INTRODUCTION

In August 2008, Rob McHenry Consulting was engaged to assist Council further develop the possibility of implementing Community Planning across the municipality by:

- Completing initial scoping of the project including benefits, risks and operating options
- Completing a project plan including budget
- Benchmarking how three other neighbouring Councils approached Community Planning
- Developing a “Community Strengthening” Grant submission to the Victorian Government to jointly fund the process
- Developing a presentation to enable discussion and further development of the concept
- Conducting a series of eleven workshops with Community Groups to test and further develop the concept
- Provide a report summarising the key findings of the workshops to assist Council with the decision as to whether Community Planning should proceed or not.

A Council Report of 23 September 2008 titled “Colac Otway Shire Community Plan Proposal” discussed the overall concept including potential risks, issues, options, benefits, structures, funding and communications.

Council voted in favor of the recommendations to receive the report, endorse the Community Plan Terms of Reference and therefore pave the way for the engagement process to proceed.

The Community Strengthening Grant submission was lodged on 31 October 2008 with the Victorian Department of Planning and Community Development.

This Department has expressed its interest in the outcomes of the Community Group Engagement Program and the view and commitment of the new Colac Otway Shire Council (elected 29 November 2008).

This Report summarises the key finding of eleven workshops conducted as per the schedule on Attachment One.

Seven Questions were asked of participants following a presentation on the Community Planning concept.

The input from each workshop has been collated as ‘verbatim’ and is available on request.

This report provides a consolidated summary of input and is presented by including the most frequently made comments or observations.

## PARTICIPANTS

Leaders and senior people from Community Groups and organisations in the Shire were invited to participate.

Community based groups were deliberately chosen as they would:

- a/. be the groups most likely to be key stakeholders in the development and implementation of a Community Plan
- b/. have the experience, opinions and ideas about if and how the concept might work in the Shire.

These groups are not a representative sample of the community and the workshops were not intended to formulate "content" for the Community Plan.

Representative samples of the community will be engaged in formulating "content" if and when the Community Planning process proceeds in the Shire.

233 people were invited to participate. 87 people attended the eleven workshops and there were 21 apologies. This is a relatively good response rate of 37% given the limited options provided to attend different sessions and times.

Comments were made during the workshops about the suitability of event timing to allow people to attend and the recent amount of engagement and consultation that had been conducted with groups in the Shire on a range of topics.

## OBJECTIVES OF WORKSHOPS

Participants were informed that the objective of the workshop was to "obtain ideas and opinions to help Council:

- Decide whether to proceed with community planning
- Influence how it might happen"

## HOW THE WORKSHOPS WERE CONDUCTED

The facilitator welcomed participants and used a PowerPoint presentation to introduce and explain the key features, examples, structure and potential operation of Community Planning in the Shire (Attachment Two).

Participants were informed that their input would be anonymous and must be provided in writing by completing a form containing seven questions.

This form would be completed at the end of the workshop following a presentation on the Community Planning concept. This presentation is at Attachment Two.

The facilitator committed to providing all participants with a summary of the key findings of the engagement program including the decision of Council as to whether Community Planning would proceed or not.

Participants were informed that this decision would be made by the new Colac Otway Shire Council to be elected on or around 29 November 2008.

## WORKSHOP QUESTIONS

The Form contained the following questions. It was generally well received, understood and easily answered.

1. What is your initial reaction to the idea?
2. What things are needed to make sure it is successful?
3. What things could make it fail?
4. All considered, should Community Planning proceed? Yes, No, Undecided
5. Is "Bringing Our Community Together" a good title? Yes, No? Other suggestions?
6. How could you or your organisation help?

7. What do you think are the top three topics the Community Plan MUST address?

## SUMMARY OF FEEDBACK FOR EACH QUESTION

The Excel Worksheet used as the basis for this summary report contains over 380 lines of data and is available on request.

Similar pieces of feedback have been grouped into themes.

Multiple instances (frequency) of the one item or topic have been recorded and noted in brackets eg: (22)

### 1. What is your initial reaction to the idea?

Eighty eight (88) responses were recorded with all but ten (10) expressing a positive reaction.

Fifty-five (55) responses said it was a "great idea" with some qualifying the statement by saying: "requires support from Council, Community (State)" and "good in theory but apathy, attitudes, challenges, likelihood it will happen etc are a concern"

General comments included "seen brilliant things happen in other Shires" and "Great idea, essential for community well-being and sustainability" however four comments recorded "indifferent or seen it before and failed"

**Facilitator Comment:** the concept, benefits and need for Community Planning is generally well recognised and received.

There was some concern about whether it could be successfully implemented in the Shire, but general optimism.

At least six participants worked in the Shire but lived in another Shire that had invested in Community Planning and they spoke positively of the experience.

### 2. What things are needed to make sure it is successful?

Success of the "Overall Concept" recorded the most responses with sixty six (66) comments relating to the need for well targeted, genuine and broad consultation and making sure the process has an agreed and realistic scope, objectives, timing, membership, expectations and goals that are well communicated.

"Leadership & Involvement" related topics recorded fifty-four (54) comments including the need for "Proactive Council support – willingness to collaborate, listen and enable the process to proceed as expected." (20) and the need for a "good core group of dynamic Champions and committed leaders/participants - continuity and shire-wide representation (18).

Simply getting the Community involved and interested (13) was seen as vital and not something that would automatically happen without creating awareness and understanding of what the process could deliver and how it would happen.

How the engagement process happened was seen as important (18) and included comments about having a variety of smart methods to listen, obtain meaningful input - to meet changing community needs. Ideas include surveys, email, phones, submission boxes and going to the people, not asking them to come to Colac central.

High on importance (28) was the need for getting outcomes with people to seeing the results of their input through relatively quick implementation of some part of the Plan and early evidence of success.

Having adequate resources to carry out the process (15) and making sure there was good, clear and regular communications (23) was regarded as essential for success.

**Facilitator Comment:** Leadership, best practice engagement processes, efficient use of people’s time, getting early results and effective communications are all well recognised elements of successful Community Planning.

Key reasons why processes such as Community Planning succeed are when adequate resources are provided to support the process and there are clearly understood expectations that the process is a long term investment in community development. Benchmarked Councils have been operating Community Planning for around 10 years and indicated that they started to reap benefits after 18 to 24 months into the process.

### 3. What things could make it fail?

There was a strong response to the need for Council to understand the Community Planning process, its potential and why it is important to play a supporting, not controlling role in how it happens (19).

Political interference (14), self interest or group and individual dominance of the process (11) were seen as things that could make it fail particularly if a “controlling” approach became evident if things didn’t progress as expected.

Not bringing people along with the process to create buy-in and ownership (5) and setting unrealistic expectations and timelines (7) were key process issues that could make it fail over the longer term.

How the engagement process happened (51) was the second largest concern for failure with clear messages that getting the right people involved in the process (16) could not be assumed and that genuine, wide, unbiased and inclusive engagement was vital (9).

Having adequate resources (24) related not only to initial and ongoing process funding but to how resourcing could be an issue when the plan gets to implementation stage.

The general Operating Environment including Attitudes and Behaviours (40) was frequently raised as a risk to failure with negativity, apathy, general lack of interest and poor attitudes (17) the most frequently raised concern in this grouping.

Parochialism, small town thinking and the willingness to change (5) were regarded as issues to overcome.

Keeping the process simple and easy to understand (4) and good ongoing communications (11) also rated highly.

**Facilitator Comment:** Whilst many of the comments in this section could be regarded as the flipside of “what is needed to make it successful” there were some more focused comments on Council’s ability to support a process over the longer term that it did not directly “control”.

This is an area that most Council's find challenging as Community Planning requires new ways of operating, strong levels of trust and accountability and an environment that is controlled by the Community, not one single body such as Council.

This challenge can be readily overcome by proactive leadership that understands the positive and negative consequences of allowing such a process to proceed and does everything possible to allow the process to proceed as planned.

Having simple, timely, effective and representative engagement processes must also be a key focus of the process as is achieving quick results that are attributed to the Community Planning process, and well communicated.

Attitudinal issues regarding the operating environment are typical of a municipality embarking on such a process for the first time and added reasons why Community Planning is important to long term Council and community partnerships.

#### **4. All considered, should Community Planning proceed? Yes, No, Undecided**

Eight-seven people responded to this question with 75 people or 86% of respondents stating "Yes it should proceed", 2 said "No" and 10 people were "Undecided"

There were 22 generally positive comments or observations supporting this position including "Definitely, a must and vital" and "Must be a long term process – beyond the 4 year appointment of the Council or CEO"

**Facilitator Comment:** This result is a decisive vote in favor of Community Planning in the Shire by this group. It must be noted that people were asked to answer the question after considering all the negative and positive topics and consequences of embracing such a process.

Support for the process appears to be somewhat "guarded" and contingent on the topics raised in "what could make it succeed or fail" being addressed.

#### **5. Is "Bringing Our Community Together" a good title? Yes, No? Other suggestions?**

Eighty one people responded to this question with 24 people or 30% agreeing the proposed title was 'good' and 38 people or 47% disagreeing it was a good title and 19 people or 23% not responding.

The following titles were recorded most frequently:

- Bringing our Communities Together (noting Communities is plural)
- Community Unity
- Your Community Your Future
- Our Community Our Future
- Building Our Community
- Our Future Our Plan
- Our Plan Our Future
- Planning for Our Community
- Your Community Your Plan

Thirty-six other title suggestions were recorded along with nineteen opinions or suggestions about what the title could portray or include.

**Facilitator Comment:** There is no urgency to confirm a title for the Community Plan at this stage. It can simply be known and branded as the Community Plan with a slogan or sub title developed later.

## 6. How could you or your organisation help?

The majority of responses (37) related to offers of direct support ranging from process facilitation, consulting residents, committee representation and being the link or champion within individual organisations.

The second most common way people offered to be involved was by acting as a conduit for communicating, advertising and promoting Community Planning generally, within their organisation with clients/customers (19).

There were fifteen (15) instances of offers to support the provision of data and research information from existing and new strategies and current consultation feedback.

Twelve (12) offers of venues to cater for Community Planning events were recorded and reinforced by the observation that it would be beneficial to conduct events in the community away from traditional venues such as council and government facilities.

Most people appeared willing to simply participate in the process and encourage their organisations to become involved.

**Facilitator Comment:** There was a strong and clear willingness and understanding that the Community Planning process would both rely and benefit organisations within the municipality.

This topic will need follow up if and when Community Planning proceeds. This will ensure the best use of available resources, involvement of key stakeholders as process leaders, access to current strategies and information, integration with the planning and project implementation process of stakeholder organisations and venues.

## 7. What do you think are the top three topics the Community Plan MUST address?

This question was asked to obtain an initial understanding of the key issues or themes regarded as important to groups or organisation in the municipality.

It is indicative feedback only, is not representative of wider community views, was obtained without providing background information and has not been subject to any assessment other than recording the frequency each topic was raised.

The feedback to this question has been grouped into the following Themes with the top 3 to 6 Topics listed for each Theme:

<b>COMMUNITY</b>	<b>56</b>
• Higher education - levels attained, availability of..., scholarships	26
• Youth activities/issues	10
• Community Health and Well Being	5
• Drug & Alcohol abuse	4
<b>INFRASTRUCTURE</b>	<b>44</b>
• Unspecified Infrastructure	15
• Telecommunications/mobile coverage	7
• Bike paths, trails & footpaths including foreshores	6
• Improvement to Lake Colac	5
• Road infrastructure	5
• Streetscapes and town entrances	3
• Open spaces and parks	3
<b>TRANSPORT</b>	<b>21</b>
• Transport and access - all rural, for education, in/out and around Colac Otway Shire	16
• Public Transport	5
<b>LEADERSHIP and COLLABORATION</b>	<b>15</b>
• A common vision, values and set of priorities for the shire	6
• Communication generally and for isolated areas	3
• Ongoing (project) implementation arrangements or at least a process for consideration	3
• Wide community engagement, participation, inclusion	3
<b>ECONOMY</b>	<b>15</b>
• Job opportunities - employment	5
• Tourism	3
• Economic security/prosperity - social, environment, infrastructure programs	3
• Business growth, attraction and development in Shire	2
• Strategy to entice larger businesses to the area	2
<b>ENVIRONMENT</b>	<b>8</b>
• Environmental Sustainability or Issues (undefined)	6
• Climate change	2
<b>HOUSING</b>	<b>9</b>
• Housing affordability (particularly rental market)	7
• Accommodation - higher education	2
<b>CULTURE</b>	<b>8</b>
• Youth Expo	3
• Events - Cultural and general	3
• Live music venues	2
<b>LAND USE &amp; SUSTAINABILITY</b>	<b>5</b>
• Manage growth and sustainability	3
• Township pride and appearance	2
<b>DEMOGRAPHICS</b>	<b>5</b>
• Changing or declining population/encouraging growth	4
• How to stop people moving away	1
<b>SERVICES</b>	<b>4</b>
• Recreation opportunities	2
• Recycling opportunities for people who don't have waste collection services	2

**Attachment One****Round One Engagement Schedule:****Community Groups to "Test and Build the Concept"**

<b>Grouping</b>	<b>Date</b>	<b>Time</b>
Council Staff	Tue 24/9/08	3pm to 5pm
Learning, Careers and Skills	Mon 22/10/08	2.30am – 4.30pm
Council Committees	Mon 13/10/08	5.30pm-7.30pm
Youth Council and Freeza	Mon 13/10/08	4pm to 5pm
Business including Tourism Groups & Representative Groups	Tue 14/10/08	5.30pm-7.30pm
Volunteers & Community Organisations - Lions, Apex, etc	Tue 14/10/08	9am – 11 am
Government Depts, Statutory Authorities, CFA, Police, Ambulance and SES	Mon 20/10/08	9am – 11 am
Health and Community, Disability Groups & Older people	Mon 20/10/08	3pm to 5pm
Environment Groups, Land Care Networks	Mon 20/10/08	5.30pm-7.30pm
Current Council, Lobby & Action Groups	Tue 21/10/08	11.30am – 1pm
Recreation, Arts, Culture and Events	Tue 22/10/08	7pm – 9pm

## Attachment Two

Slide 1



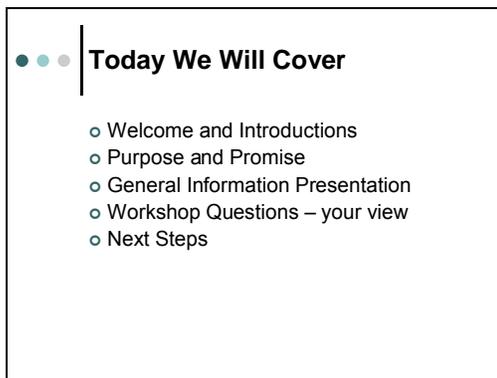
● ● ● | **COMMUNITY PLAN**

**"BRINGING OUR COMMUNITY TOGETHER"**

**Consultation Workshop with  
Community Stakeholder Groups**

**Facilitator: Rob McHenry**

Slide 2



● ● ● | **Today We Will Cover**

- Welcome and Introductions
- Purpose and Promise
- General Information Presentation
- Workshop Questions – your view
- Next Steps

Slide 3

● ● ● **Why are we consulting you?**

- Your ideas and opinions will help Council:
  - Decide whether to proceed with community planning
  - Influence how it might happen

**AND**

- We will provide all participants with a summary of this program of engagement including decision(s)

Slide 4

● ● ● **Who Is Being Consulted NOW?**

**Community Groups and Organisations**

- Youth Council/FREEZA
- Council Staff
- Learning, Careers and Skills
- Council Committees
- Business incl Tourism Groups & Representative Groups
- Volunteers & Community Organisations - Lions, Apex
- Health and Community, Disability Groups & Older people
- Government Depts, Statutory Authorities, CFA, Police, Ambulance and SES
- Environment Groups, Landcare Networks
- Lobby and Action Groups
- Recreation, Arts, Culture and Events
- Current and New Council

Slide 5

● ● ● **WHAT is a Community Plan?**

- A document that includes:
  - A Vision for the Future – 20 + years
  - Community Priorities (Projects)
- Content determined by community
- Community owned and driven
- Council supported, not controlled

Slide 6

● ● ● **WHY do a Community Plan?**

- Do the best we can to make sure we have a great future for the Shire
- Understand what is important to the community – what is valued, good, not good
- Established agreed Priorities for actions
- Bring together different views and opinions – there is no right/wrong = understanding
- Inform Council Plan and Budget
- Position the Shire well for upcoming Federal & State elections
- Provide a meaningful way for the community to be involved

Slide 7

● ● ● **More WHY's?** - major challenges that need collaboration and new ideas

- Major Population Challenges
- Skills and Workforce
- Education Levels
- Economy Changes
- Environment
- Climate and Water
- Community Liveability and Sustainability
- Social Disadvantage
- Health and Wellbeing
- Service and Infrastructure Needs

Slide 8

● ● ● **WHO is Involved?**

- Community Champions Group to lead, approve, implement the Plan
- Wide Community Engagement
  - Groups
  - Local Zones
  - Surveys
- Council to help and support
- Victorian Government Grant support

Slide 9

● ● ● **WHO - Community Champions**

- A group of six to ten self nominated people
- With mixed skills and experience, ages, gender, influencer/shapers, communications, planning and decision making, geographical zones ... other?
- Initial Membership decided by Mayor, CEO, DPCD and External Person
- Self managed Community Group
- Approves the Community Plan
- Drives implementation actions

Slide 10

● ● ● **WHO - Wide Community Engagement in 2009**

□ New Residents <= 3 years	□ Arts, Culture, Festivals and Events
□ CFA, Police, Ambulance and SES	□ Volunteers
□ Disability Groups	□ Community Service Providers
□ Older people	□ Lobby and Action Groups
□ Families	□ Community Organisations - Lions, Apex, Learning, Careers and Skills
□ Young People	□ Tourism Groups
□ Indigenous Groups	□ Council Committees
□ Migrant Groups	□ Government Depts (RMF)
□ Non Resident Ratepayers	□ Statutory Authorities
□ Sport and Recreation	□ Utilities Providers
□ Business incl Representative Groups	□ New Council
□ Environment Groups, Land Care	□ Council Staff

Slide 11

● ● ● **WHO- Location Based Engagement**

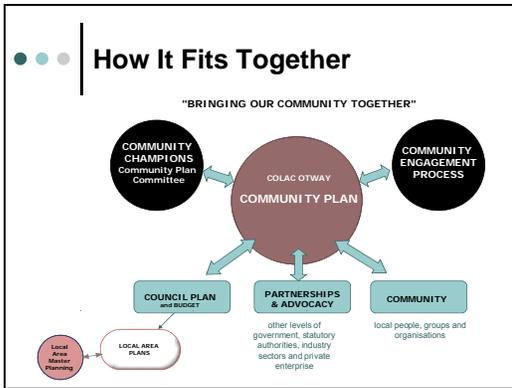
- **Central** - Colac and Elliminyt
- **North West** - Beeac, Cressy, Cororooke, Pirron Yallock, Swan Marsh, Irrewarra, Warrion, Dreeite, Alvie, Coragulac
- **Coastal** - Apollo Bay, Marengo, Paradise, Glenaire, Johanna, Skenes Creek, Kennett River, Wye River, Separation Creek
- **East** - Birregurra, Barwon Downs, Warncoort
- **South West** - Gellibrand, Forrest, Beech Forest, Lavers Hill, Carlisle River, Barramunga, Wyelangta, Yuulong, Wangerrip

Slide 12

### Examples from other Shires

- o New 10 Year **Footpath** Plan -scs
- o Community **Transport** Solutions - gps
- o Heating Existing **Pool** -scs
- o **Youth** activities including skate sites - gps
- o **Youth Arts**, "Say No to Violence" - wcc
- o **Traffic** Management Infrastructure with VicRoads -scs
- o The Pier **Precinct**, Point Grey, and Street Arts - scs
- o **Streetscapes** and infrastructure upgrades - gps
- o **Industrial** land and precinct - scs
- o Growing **tourism** , better infrastructure, signage -scs
- o **Parks** re-vitalisation - wcc
- o **Crime** desk, neighbourhood watch - wcc
- o Public **Art** Works and Awards - wcc
- o **Diversity** forums and actions- wcc
- o **Learning**, library upgrades &"word-fest" events -wcc
- o **Water**, Pests, Trees, Showheads, Cartridge Progs - wcc

Slide 13



Slide 14

### What and When?

WHAT	WHEN
Engagement # 1 - to inform, test and shape the concept	Now to end October
Engagement # 2 - to start vision and community priority work	February 09
Produce a "Community Scan" – <i>this will help inform next Council Plan</i>	March
Continue Plan Development – refine priorities, survey, testing priorities and local discussions	April to August
Draft Community Plan Feedback	September
Launch Community Plan	Nov/December
Start Implementation	Jan 2010 on

Slide 15



## General Questions?

Slide 16



### Workshop Questions

- We have 7 questions
- Please write personal answers on sheet
- We will do them one at a time
- Have a quick discussion
- Do next question
- Have quick discussion

Please fill out the top Age, Gender, Town

Slide 17



### Workshop Questions

1. What is your initial reaction to the idea?
2. What things are needed to make sure it is successful
3. What things could make it fail?
4. All considered, should Community Planning proceed? Yes, No, Undecided
5. Is "Bringing Our Community Together" a good title? Yes, No? Other?
6. How could you or your organisation help?
7. What do you think are the top three topics the Community Plan MUST address

Slide 18



• • • | **Community Plan**

**Thank you for participating**

**A summary of all workshops will be  
sent out in November**



3005 Salaries & Wages  
5006 Supplementary Labour  
3015 On Costs - Long Service Leave  
3020 On Costs - Annual Leave  
3035 Meal Entertainment Employees (FBT)  
3055 Superannuation  
3060 Workcover  
4045 Library Books and Materials  
4050 Consumable Materials  
4505 Minor Plant, Furniture and Equipment < \$2000  
5005 Contractors  
5025 Insurance Premium  
5041 G21 Advertising  
5042 Web Design & Site Maintenance  
5043 Recruitment Expenses  
5044 Memberships & Subscriptions  
5055 Events and functions  
5502 External Printing  
5505 Office Items and Stationery  
Postage  
5510 Board Expenses Corporate Costs  
5515 Photocopying (Fax, Copy, - Lease)  
5517 Computer Software  
5525 Training and Development  
5530 Vehicle Fringe-Benefits Tax  
5532 Meal Entertainment Others. (non-FBT)  
5535 Travel & Accommodation  
5545 Bank Fees  
5035 Lease - Accommodations- Office  
5565 Vehicle Lease(s)  
5025 Vehicle Insurance  
4517 Fuel & Oil  
6005 Consultants  
6015 Legal Fees  
6504 Utilities - Communications

7006 Depreciation  
8019 Handset Rental - IT Communications  
8100 O/Heads - Payroll & HR  
8102 O/Heads - Financial Services  
8016 O/Heads - Car Parking  
8105 O/Heads - Information Services  
8109 O/Heads - Accomodations- Office

Total Recurrent Expenditure

Surplus/Deficit



***DRAFT***  
***Colac Otway Community Plan***  
***Communications Strategy***

***BRINGING OUR COMMUNITY TOGETHER***

**SUMMARY**

Community Planning involves developing a comprehensive vision and priority action document that expresses the broad aspirations of our community across all areas of community well being – economy, health, environment, infrastructure, recreation, arts, culture. A Community Plan integrates short, medium and long range strategies to achieve the community vision for the future.

The initial communication process has included scope discussions with key stakeholders within the community from business, education, health and community services, and inviting community representatives to the stakeholder group sessions to inform and shape the process by exploring the concept of community planning and the options for implementation.

The Community Plan will be driven by the community, including a steering group of Community Champions. To ensure the wider public are 'on board' with the collaboration needed to develop a useful and achievable vision for the future of the Shire, a strategic communications strategy will be undertaken.

This comprehensive communications strategy will include a public launch, advertising, print and electronic media releases and editorial opportunities, website information, newsletters and direct invitations.

## BACKGROUND

The key purpose of a "Community Plan" is for the community (rather than Council or any other body) to identify its vision, needs and priorities. The vision is usually long term (such as twenty years). This long term community plan can then inform shorter term plans, such as a Council Plan, Economic Development Strategy and Master Plans for townships.

The process of Community Planning can greatly assist in bringing different views, issues and ideas within a community together and so "**Bringing our Community Together**" is the "working title" of our Community Planning Project. The 2008 Local Government Community Satisfaction Survey indicated that there was a decrease in the level of satisfaction rates for Colac Otway Shire. Several aspects may have contributed to this result including community concerns over the Beechy Centre precinct and Joint Use Library, the development of the Apollo Bay Harbour Precinct Master Plan and the proposed Great Ocean Green Development in Apollo Bay. The results of the survey highlighted the need for the Colac Otway Shire to work closer with the community to ensure that they are able to meet the challenges of the future together.

We will develop a Community Plan that includes:

- Vision for the Future
- Municipality-wide priorities
- Local area priorities

And...

- Content determined by community
- Community owned and driven
- Council supported and nurtured

We have a positive track record in our approach to community engagement and consultation. This project will further build the capacity of the organisation to work with the community in all aspects of the services we provide. This project is very exciting to help support a vibrant future for Colac Otway Shire.

## **PROBLEMS**

- That the majority of Colac Otway Shire ratepayers and residents will not be previously aware of the 'Community Plan' concept
- That community satisfaction levels, and therefore trust in the Council, are low
- That some segments in the community may have resistance to change for the future
- That many members of the community may be unaware of the challenges the Shire faces in the future

## **OPPORTUNITIES**

- That the Community Planning process will be facilitated by a Community Champion leadership group, not Council, so community members will be more likely to engage personally, and have a sense of ownership for the Plan
- That the Community Planning process will allow Council and staff to strengthen their community engagement skills, establishing strong relationships and building trust
- That all members of the community can have the opportunity to be heard on their vision for the future of the Shire

## **GOALS**

- To generate awareness of the Community Planning process and its development to the community, by November 08
- To create and build the Community Plan image and brand in the minds of all target audiences and stakeholders.
- To communicate to and educate target audiences on the benefits of the project, by November 08
- To achieve consistent and positive community support, by February 09
- To educate community members about the challenges the Shire faces in the future, by February 09
- To foster a cohesive community and a sense of pride in Colac Otway

## **OBJECTIVES**

- To reach 8,000 people in the Colac Otway Shire region and promote the merits of the Community Plan project, by February 2009
- To engage the media as champions for the Community Plan, by November 2008
- To maximise positive media coverage, through managed media relations and a strategy of positive media stories and photo opportunities, throughout the campaign
- To create opportunities to develop pride in Colac Otway

## **PUBLIC AND STAKEHOLDERS**

### **Who is being consulted now?**

This first stage of engagement is **NOT** about physically developing the content of the Community Plan ....it is about generating interest, understanding, support as well as the opinion of community groups as to whether it should proceed, and how they might assist.

### **Community Based Groups and Organisations**

- Learning, careers and skills
- Council committees
- Youth Council
- Business including Tourism Groups & Representative Groups
- Volunteer & Community Organisations – Lions, Apex
- Health and Community, Disability Groups & Older People
- Government departments, Statutory Authorities, CFA, Police, Ambulance and SES
- Environment Groups, Landcare Networks
- Lobby and Action Groups
- Recreation, Arts, Culture and Events
- Current and New Council
- Council staff

### **Proposed groups to consult**

- New Residents <= 3 years
- CFA, Police, Ambulance and SES
- Disability Groups
- Older Families
- Young People
- Indigenous Groups
- Migrant Groups
- Non Resident Ratepayers
- Sport and Recreation
- Business including Representative Groups
- Environment groups, Landcare
- Arts, Culture, Festivals and Events
- Volunteers
- Community Service Providers
- Lobby and Action Groups
- Community Organisations – Lions, Apex
- Learning, careers and skills
- Tourism Groups
- Council committees
- Government departments
- Statutory Authorities

- Utilities Providers
- New Council
- Council Staff

### **Who will the Communications Strategy target?**

- Community based groups and organisations (all listed above)
- Wider community
- All local residents
- Media (see below)

### **Media**

#### ***Print***

Colac Herald

- Editor
- News journalists

The Echo

- Editor
- News journalists

Colac Extra

- News director
- News journalists

Geelong Advertiser

- Local news journalist

#### ***Radio***

Ace Radio (3CS and Mixx FM)

- Manager
- Newsdesk
- On air presenter

ABC Radio (Ballarat)

- Newsdesk
- On-air presenter
- Producer

#### ***Television***

Win TV

- Journalist

Prime TV

- Journalist

### **Community Newspapers**

Apollo Bay Newsheet  
Birregurra Mail  
Otway Light  
Beeac Country News  
Cressy Pioneer  
Carlisle River News  
Beech Forest Bulletin

### **KEY DATES**

- October 08: Engagement to inform, test and shape the concept – not content
- February/March 09: Engagement program to establish vision and priorities
  - Community Forums – Zones
  - Specific target groups
  - Community Survey
- March/April 09: Plan Draft to Public Comment
- March/April 09: Council Plan informed by Community Plan

### **OPTIONS**

June 09: Final Plan Released/Implemented

OR

- June to August: Second Round Engagement to Confirm Content and Priorities
- 
- Sept: Community Plan to Public Comment
- October: Community Plan Completed
- November: Community Plan Launched

### **STRATEGY**

The Communications Strategy needs to include a balance between media relations and direct communication with residents. Once a brand is established, communication should come under the Community Plan banner, to show the process is separate to Council, but supported by Council.

Communication should explain the process of the Community Plan with a personal and community focused approach, fostering a sense of pride and ownership. Literature that is clear, concise and celebratory should be created for delivery to all householders and ratepayers. Media relations should be carefully managed, with the positive reinforcement of key messages applied through interesting and creative news story opportunities.

The challenges that face the Shire should be carefully and strategically communicated – with a view to ensuring that all members of the community understand the current climate and where the Shire can go in the future.

We need to create the Colac Otway 'story'.

## KEY MESSAGES

### The Community Plan – what is it? What ISN'T it? Why do we need it?

- The Community Plan is a **vision for the future**
- It will cover municipality-wide priorities
- It will cover local area priorities
- The content is determined **by the community**
- The Plan is **community owned** and **driven**
- Council will support and nurture the plan and process
- Council is enthusiastic – the plan will build on the consultation undertaken for the 2004/05 Council Plan
- There will always be 'differences' – but it is best to have an agreed view for the municipality
- Things are changing – we want the community to decide the future
- The final Community Plan will influence the plans and budgets for Council
- The voice of the community creates this vision, and helps make it happen
- Involved and engaged communities are stronger communities
- The Community Plan will create ownership, momentum and higher likelihood of success and community wellbeing for Colac Otway

### Challenges for Colac Otway Shire

Our community is facing a number of challenges that need **collaboration** and **new ideas...**

- Major population shifts
- Skills and workforce
- Education levels
- Economy changes
- Environment
- Climate and water
- Community liveability and sustainability
- Social disadvantage
- Health and wellbeing
- Service and Infrastructure needs

### TACTICS / DISTRIBUTION CHANNELS

- Corporate branding – logo, stationary
- Advertising – Print and radio
- Editorial – Print and radio
- Email updates
- Newsletter/direct mail/letter box drop
- Public launch
- Website information
- Community Champions to act as spokespeople

What else?

- Events
- Media sponsorship
- Local business sponsorship
- Outside broadcast for radio
- Letters to the Editor
- Media kits/Information packs
- Information sheets
- PowerPoint display
- Noticeboards and displays

## **THE CAMPAIGN**

The communications campaign will be rolled out in three phases, incorporating a number of community consultation periods.

**Phase One – January 09:** discussions with existing organisations and groups about the idea, project scoping, identifying time-lines, resources and detailed methodology:

### **Branding**

Create logo and brand image/concept for Community Plan and Champions group, apply design elements to stationary and arrange print of letterhead and envelopes.

### **All Stakeholders /Community/ Non Resident Ratepayers**

Introduce the concept of the Community Plan, what the process is at the moment and who is being consulted. Reiterate that the current consultation is about the process itself and will not inform the content of the plan – they are not missing out on their chance to be heard, and everyone will be involved in consultation next year.

### **Media**

Media briefing to introduce the concept and talk them through the process, garnering support and have them act as 'champions for the cause'. Outline key components and what these will entail. Provide regular media releases on key aspects of the process.

### **Adverts**

Introduce the concept of a Community Plan; tell the Colac Otway 'story'. Advertise for Expressions of Interest for Community Champions. Radio advertising to support search for Community Champions.

### **Website**

Information can be made available via the website similar to the main advert. Expression of Interest online forms can be constructed. Web page should be branded with Community Plan imagery.

<b>Strategy</b>	<b>Timeframe</b>	<b>Hours / Costing Initial indicative costs and timelines only - for discussion</b>
Create logo and brand image/concept for Community Plan and Champions group	March 09	PR hours – 2 Design costs - \$500
Apply design elements to stationary requirements <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Letterhead</li> <li>• Envelopes</li> </ul>	March 09	Design costs - \$1000 approximately.
Print materials for use in campaign	Delivery by June 09	Letterhead x 25,000 approx \$1,500 Envelopes x 25,000 approx \$1,500 Newsletters x 25,000 approx - \$3000
Newsletter to all residents <ul style="list-style-type: none"> <li>• Draft newsletter with relevant info</li> <li>• Mail out</li> <li>• Newsletter sent to Council email database</li> </ul>	Delivery by April 09	PR hours – 6  Postage TBC (numbers?) Is \$7000 per mail out to all shire
Hold media briefings, one on one with each media outlet (Colac Herald, Colac Extra, The Echo, 3CS, Geelong Advertiser) to introduce the concept, and discuss how they can help with community involvement and be champions	April 09	PR hours - 5
Media releases – <ul style="list-style-type: none"> <li>• What is the Community Plan? What ISN'T it?</li> <li>• Become a Community Champion</li> <li>• Colac Otway - our 'story' (challenges and opportunities for the future)</li> </ul>	April 09  June 09  June 09	PR hours – 6
Large advertisement that introduces the concept of Community Plan and tells the Colac Otway 'story' – where did we start? Where are we now? What's the next step?	June 09	PR hours - 6  Advertising Double page spread, full colour - \$1950
Small ads, expressions of interest for Community Champions <ul style="list-style-type: none"> <li>• Local papers</li> <li>• Community Newsletters</li> </ul>	June 09	PR hours - 2  Approximately \$200 per placement

Radio advertising – are you a champion for the Colac Otway community?	June 09 2 weeks of radio advertisements, 40 spots	<b>PR hours - 2</b> <b>\$595.00 for 40 spots</b>
Council website – upload information about the Community Plan concept, include the Colac Otway ‘story’ Upload all press releases Include relevant photos Add branding when finalised	June 09	<b>PR Hours - 5</b>

**Phase Two - February 09:** broad based community engagement and consultation to support and facilitate the community in developing their community plan. (This would then feed into Council's Council Plan and other Corporate Plans);

### **Branding**

Apply branding to all communication – separating the concept from Council.

### **All Stakeholders /Community/ Non Resident Ratepayers**

Public launch for project – introduce Community Champions – they are the face of Colac Otway and will help you see your vision for the future realised. Distribute regular updates through newsletters and emails - *What's the latest? What's coming up? What are we hearing from people?*

### **Media**

Regular media contact – briefings to be held regularly with major media (Colac Herald, Colac Extra, 3CS, The Echo, Geelong Advertiser) with Community Champions to give them an update on the process. Regular media releases distributed with updates on consultation opportunities and what's being discussed at these.

### **Radio**

Regular radio spot with Community Champion on 3CS Radio breakfast.  
Advertising to advise of consultation opportunities and community survey

### **Adverts**

A regular column should be run to keep the community updated on the project. Ads should be run throughout the campaign in an effort to alleviate areas of concern in the community. Include update information in Council Column (The Echo/ Colac Herald, monthly), and Council Corner (The Echo, monthly).  
Advertise draft plan and seek comment.

### **Website**

Update web page to include more information and avenues for feedback, as well as media releases, profiles of Community Champions, and updates on what is being discussed.

<b>Strategy</b>	<b>Timeframe</b>	<b>Hours/Costing Initial indicative costs and timelines only - for discussion</b>
Public Launch of project, introducing Community Champions and outlining schedule for consultation	April 09	<b>Launch costs TBC</b>
Regular media briefings with Community Champions, to discuss the progress of the project	April/May 09	<b>PR Hours - 30</b>
Regular media releases and photo opportunities <ul style="list-style-type: none"> <li>• Introducing your Community Champions (profiling each person and their vision for the community's future)</li> <li>• Specific media targeted with direct pitches, depending on the topic of the release</li> </ul>	Weekly from April to September 09	<b>PR Hours - 32</b>
Involve media representatives in consultation process – as a member of this community, what do you think?	April 09	<b>Rob McHenry</b>
Newsletters and email updates to all residents and non- resident ratepayers	April 09 July 09 Once a fortnight in September 09	<b>PR Hours – 30  Postage costs TBC (numbers?)</b>
Regular column in Colac Herald to inform community	As required	<b>PR hours – 2 per column</b>
Ads as required to manage community concerns	As required, ongoing	<b>PR hours – 1 per ad  Approx. \$200 per placement</b>
Include monthly updates in Council Column and Council Corner	Monthly	<b>PR hours – 1 per month  Approx. \$50 per placement</b>
Update web page to include more information and avenues for feedback, as well as media releases, information on sub committees and designs.	Regularly	<b>PR hours – 10</b>
Engage Community Champions to write Letters to the Editor to local papers, outlining the benefits of the project for their group	April/May/June 09+	<b>PR hours - 1</b>

<p>Draft plan exhibited for comment – advertise and promote as required by Community Engagement and Consultation Strategy</p> <ul style="list-style-type: none"> <li>• Advertise in Colac Herald, Colac Extra and the Echo</li> <li>• Add to website for download</li> <li>• Advertise in Council Column (Colac Herald and The Echo)</li> <li>• Promote in Council Corner (The Echo)</li> <li>• Email to Council database</li> <li>• Send to Township Committees</li> <li>• Distribute media release</li> <li>• Radio campaign</li> <li>• Public information session</li> </ul>	<p>September 09</p>	<p><b>PR hours - 6</b></p> <p><b>Approximately \$200 per placement</b></p> <p><b>Approximately \$50 per placement</b></p> <p><b>Postage – TBC</b></p> <p><b>\$595 for 40 spots</b> <b>Venue costs TBC</b></p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Phase Three – Subject to Further Funding - May 09+ (two-three years):** more detailed planning and engagement with the community on their key priorities to develop designs, gain funding and implement agreed projects.

### **COSTING/HOURS**

#### **Public Relations Co-ordinator**

Time (hours): Approx. 150  
 Total time: Approx. 20 days.

**Total cost:**

#### **Advertising costs**

Print: Approx. \$5000  
 Radio: \$1190

**Total cost: \$6,190**

#### **Design costs**

Logo: \$500  
 Letterhead: \$250  
 Envelope: \$250  
 Newsletter Template: \$500

**Total cost: \$1,500**

#### **Printing costs**

Letterhead: Approx \$1,500  
 Envelopes: Approx \$1,500  
 Newsletters: Approx \$3,000

**Total cost:**

**Postage costs**

Newsletters: TBC

Invitations: TBC

**Launch costs**

TBC

**TOTAL ESTIMATED COSTS**

DRAFT



**Community Plan - Community Champions**

**AND**

**Council Planning - Project Management Group**

**TERMS OF REFERENCE**

**DRAFT V1.6**

**16 September 2008**

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## 1. BACKGROUND

The Colac Otway Shire is undertaking an initial engagement process to assess the feasibility, key features and community support for developing a "Community Plan" ("the Plan").

The Shire has secured initial funding from the Victorian Government - Department of Planning and Community Development to assist in the scoping, project design and development of the first stage of the Community Plan.

Subject to community support, Council will submit for additional grant funding to support the project over the longer term.

Securing community support and the additional grant funding is crucial for the longer term success of the Community Plan. Grant funding will allow significant work to happen, that would otherwise not be possible, for implementing the Plan. This work would include project design, partnership development and community engagement to deliver Plan priorities.

The key purpose of a "Community Plan" is for the community (rather than Council or any other body) to identify its vision, needs and priorities. The vision is usually long term (such as twenty years) and should be informed by the best known facts and forecasts for the municipality. Priorities and actions are generally categorised as short, medium or long term.

The long term Community Plan can then inform the shorter term plans of Council and organisations required to turn the priorities into reality. Implementation of priority actions will generally occur through a combination of the following:

- **The Community** – local people, groups and organisations (existing and specifically formed)
- **Partnerships & Advocacy** - with other levels of government, statutory authorities, industry sectors and private enterprise
- **Council** – Council Plan, Budget, Capital Works Plan, Community Plan and Process Facilitation

The process of Community Planning can greatly assist in bringing different views, issues and ideas within a community together and so "**Bringing our Community Together**" is the proposed "working title" of the Community Planning Project.

Successful Community Plans are built on trust, good-will, high levels of ownership and shared responsibility for success.

To lead and facilitate the process, a simple two level group structure is proposed:

**"Community Champions Group"** – this is the Strategic Leadership Group for the project.

**"Community Plan Project Management Group"** – this is the Operational Group for the project.

***The following section describes the Terms of Reference for each group.***

## **2. TERMS OF REFERENCE OF THE COMMUNITY PLAN - COMMUNITY CHAMPIONS GROUP**

### **2.1 Relationship to Council**

The Community Champion Group shall be formed and operate as an advisory group of Council in accordance with the Terms of Reference.

### **2.2 Aims**

To champion, promote and drive the Community Planning process and ensure the Plan reflects the aspirations of the community and is implemented over time.

To be the community based group that holds responsibility for approving the Community Plan and recommending it to the abovementioned stakeholders.

To coordinate and advocate for implementation of the Community Plan.

### **2.3 Scope**

The Community Champions Group will:

- Provide leadership, guidance and support for the successful development of the Community Planning process using a “community engagement model”.
- Provide and ensure the provision of excellent communications that promote the aims, values and outcomes of the Community Plan.
- Consider and take action to minimise the Risks for the overall project.
- Ensure projects and priorities coming from the Community Plan have the best chance of implementation.
- Advocate and represent the Community interests on key elements and outcomes of the Community Plan.
- Ensure the development and communication of Reports regarding the Community Plan Report.
- Ensure the overall project is delivered to agreed timelines and budgets.
- Nurture and promote the long term success and sustainability of Community Planning within and outside the Shire.
- Ensure the conduct of a process evaluation and continuous improvement process once the first Community Plan has been developed and launched.
- Other roles agreed by the Group and deemed necessary to achieve the successful completion of the project.

## **2.4 Responsibilities**

The Community Champions Group is responsible for:

- Promoting, leading and championing the development and implementation of the Community Plan.
- Approving and recommending the Community Plan to the Community, Council and key stakeholders.
- Operating within the Principles of:
  - **Transparency, openness and clarity** -ensure stakeholders are given all the information they need to make informed contributions.
  - **Commitment** - show respect for both stakeholders and participants in the process.
  - **Accessibility** - provide different ways for people to participate.
  - **Accountability** - respond to participants with information on how their contributions have influenced the outcome and final decisions.
  - **Responsiveness** –a willingness to listen to the inputs of people who have participated in the process
  - **Willingness to learn** – ensure the process is based on a willingness to learn from the consultation process
  - **Independent participation** – forming views and making decisions based on the information at hand and in the best interest of the Community Planning process.
- Contributing individually and collectively to the overall performance of the Community Champion Group.
- Considering all available information and consequences in making decisions regarding the Community Plan and associated engagement processes.
- Accepting and completing actions associated with “Roles”
- Other responsibilities deemed necessary to achieve the successful completion of the project.

## **2.5 Membership**

The Community Champion Group shall:

- Consist of six to ten community members residing in the Colac Otway Shire.
- Include the CEO of Colac Otway Shire who will act as the link between the group and council.
- Be selected following a process where potential members complete a written nomination template that demonstrates the candidates experience and capability in regards to the Selection Criteria (see 2.5)
- The selection process will be completed by a panel comprising: the Mayor of Colac Otway Shire; the CEO of the Shire; a representative from the Victorian Government Department of Planning and Community Development; and one independent person with skills and experience in community planning and development.

**2.6 Selection Criteria**

- Visionary people with a passionate drive to see the municipality thrive
- Skills and experience in areas including:
  - Leadership, ability to guide, influence and drive change
  - Business, strategic, community operations, planning and development
  - Advocacy and representation
  - Partnership development
  - Communications
- In addition it is hoped to attract people from a variety of cultures, ages, gender, geographical zones of the municipality and life experiences.

**2.7 Chair**

- To be selected from within the Group by secret ballot.
- If the Chair is unavailable for a meeting then the Group shall select a Chair to preside over the meeting.

**2.8 Meetings**

- To be scheduled to meet the requirements of the Project and as deemed necessary in conjunction with the Chair.
- It is anticipated that the Group would meet a maximum of monthly up until the first Plan is developed and then bi-monthly in the subsequent implementation stage.
- The quorum will be half the Group Members plus one.

**2.9 Executive Officer**

- The Community Plan Coordinator will be provided by the Colac Otway Shire. This position will provide support overall project management and facilitation support, convening meetings, and providing minutes, agendas, meeting papers, etc. The position is subject to ongoing grant funding and Council budget allocation.

**2.10 Decision Making**

- The Group should aim to achieve consensus on any decisions (where required).
- Where this cannot be attained, the Chair has the casting vote.
- This vote may be undertaken at the following meeting, if further advice is required.
- Voting will be used to accept minutes and other cases where necessary.
- By agreement of the group, out-of-session decisions will be deemed acceptable (i.e. via the use of e-mail, teleconference, etc.).

**2.11 Conflict of Interest**

- Members of the group shall notify the Chair where potential conflicts of interest may arise at the earliest possible convenience, in accordance with good meeting practice.
- Such conflicts shall be recorded in meeting minutes.

**2.12 Performance and Evaluation**

- The Group essentially operates as “self managed” and is therefore responsible for its own performance.
- Individuals are responsible for their own performance and contribution, considering all personal arrangements and situations will be different
- It is expected that the overall performance of the Group is a regular item at meetings

**2.13 Insurance Arrangements**

- The Colac Otway Shire provides auspice for the Community Champion Group and all Public Liability Insurance

**2.14 Reporting**

- The Group shall provide regular Reports to Council and the Community through a variety of formal and informal methods.

**2.15 Period of Operation**

- The Community Champion Group will operate:
  - for approximately three years up until the end of June 2011. This term allows for the completion of the first Plan, Plan implementation and preparation of a Plan review and update.
  - subject to ongoing funding allocation
- The longer term governance and operating arrangements of this group will be addressed as part of the “evaluation and continuous improvement process” carried out once the first Plan is launched.

**2.16 Agenda Items**

- All agenda items should be forwarded to the Community Plan Coordinator by C.O.B. five working days prior to the next scheduled meeting.
- The agenda, with attached meeting papers will be distributed at least three working days prior to the next scheduled meeting by Community Plan Coordinator.
- For documents requiring review, appropriate time will be allowed between document distribution and expected submittal of review.
- The meeting agenda will include outstanding action items from the previous meeting and any relevant new issues for consideration as submitted by the members.
- Members may raise an item under ‘General Business’ as time permits and at the discretion of the Chair.

**2.17 Minutes & Meeting Papers**

- The minutes of each meeting will be prepared by Community Plan Coordinator.
- Full copies of the minutes, including attachments, will be provided to all members no later than 10 working days following each meeting.
- Minutes including attendance, apologies, issues discussed, decisions made and action items will all be recorded for each meeting by the Community Plan Coordinator.
- All out-of-session decisions will be recorded in the minutes of the next scheduled meeting.

**2.18 Guests**

- The group may invite guests to appear at the meeting via the approval of the Chair and a majority of members.
- Guests may include any persons whom provide technical or other insight as appropriate from time to time.
- The group is encouraged to make use of guests where particular skills/experience can be provided.

### **3. TERMS OF REFERENCE OF THE COUNCIL PLANNING – PROJECT MANAGEMENT GROUP**

#### **3.1 Aim**

The Council Planning Project Management Group will guide and support the development and implementation of the Community Planning process and the integration of the Plan's priorities into the Council's Council Plan. .

Whilst the Council Plan is a legislative requirement of Council and therefore controlled by Council and the Community Plan is driven and guided by the Community, however it is vital and logical that both processes operate efficiently and are integrated.

This Group will operate under the guidance of the Community Champions Group and authority of the CEO to provide the advice and support required to develop and implementation of both the Community Plan for the Colac Otway Shire and Council Plan for the Colac Otway Shire Council

The Group operates under the guidance and authority of the CEO to provide advice and support for the development and implementation of the Council Plan.

#### **3.2 Roles**

- Plan and oversight the development and implementation of both the Council Plan and Community Plan.
- Operational Project Management to ensure the Community Plan process proceeds as agreed with the Community Champions.
- Manage COS operational support for the planning processes
- Provide and deliver the agreed Communications Strategy for both Planning processes.
- Ensure integration of the Community Plan with the Council Planning process.
- Foster the further development of the Community Engagement capability of the COS.
- To consider Project Risk Management: take and/or recommend appropriate action to Council and the Community Champions
- Oversight the management of any submissions, contracts and contract reporting associated with the projects.
- Other roles deemed necessary to achieve the successful completion of the project.

**3.3 Responsibilities**

- Accept and complete actions associated with “Roles”
- This Group is focused on “process” and its effective integration with Council processes and internal capability
- Other responsibilities deemed necessary to achieve the successful completion of the project

**3.4 Membership**

- CEO
- General Manager, Corporate & Community Services
- General Manager, Infrastructure & Services
- General Manager, Sustainable Planning & Development
- Manager Economic Development
- Manager, Planning & Building
- Manager, Organisational Support & Development
- Strategic Planning Coordinator
- Community Plan Coordinator
- Public Relations Coordinator
- Corporate Support Officer
- Other Officers as deemed necessary

**3.5 Selection Criteria**

- Officers have been selected with overall and specific responsibility for key components of Council operations, development and planning processes

**3.6 Operating Arrangements**

- Chair: Chief Executive Officer
- Meetings: As deemed by the Project Plan
- Executive Support: Community Plan Coordinator

**3.2 Roles**

- Performance will be assessed as part of the officers overall performance management process
- Project performance will be assessed via the achievement of actions and dates that are in direct control of the group or officer
- The Group will actively support and participate in a “process evaluation and improvement” activity to be completed once the first Community Plan is published

**3.8 Reporting**

- Community and general reporting will be arranged in conjunction with the Community Champions Group
- Regular progress reporting will be provided to Council.

**3.9 Period of Operation**

- The short and longer term operation of the Group will be assessed and adjusted as the project develops, key milestones are achieved and evaluation processes completed.
- The CEO has discretion regarding the operation and continuation of this operational work group

**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
 W = Withdrawal

ITEM	D	W
<b><u>GENERAL BUSINESS</u></b>		
<p><b><u>OM081612-13.1      Item for Signing and Sealing -                      Instrument of Agreement - Contract 0801 Binns                      Road Bridge Design and Construction.</u></b></p> <p><b><u>Recommendation</u></b></p> <p><i>That Council sign and seal the Instrument of Agreement between the Colac Otway Shire Council and Van Ek Contracting Pty. Ltd., for Contract 0801 Binns Road Bridge Design and Construction.</i></p>		

**Recommendation**

*That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.*

**MOVED .....**

**SECONDED .....**

**OM081612-13 GENERAL BUSINESS****OM081612-13.1      *Item for Signing and Sealing - Instrument of Agreement -  
Contract 0801 Binns Road Bridge Design and Construction.***

At its October, 2008, meeting Council awarded the contract for design and construction of a single lane concrete deck bridge on Binns Road over the Aire River to Van Ek Contracting Pty. Ltd. The contract sum is \$353,800 (excluding GST).

An *Instrument of Agreement* is now required to be signed and sealed.

**Recommendation**

***That Council sign and seal the Instrument of Agreement between the Colac Otway Shire Council and Van Ek Contracting Pty. Ltd., for Contract 0801 Binns Road Bridge Design and Construction.***

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CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

| ITEM | D | W |
|---|---|---|
| <p><u>NOTICES OF MOTION</u></p> <p><u>OM081612-14.1 Notice of Motion No. 143-08/09 Fuel Reimbursements (Cr Chris Smith)</u></p> <p><u>Recommendation</u></p> <p><i>That Council consider the content of this Notice of Motion.</i></p> | | |
| <p><u>OM081612-14.2 Notice of Motion No. 144-08/09 Heathfield Estate Marengo (Cr Lyn Russell)</u></p> <p><u>Recommendation</u></p> <p><i>That Council consider the content of this Notice of Motion.</i></p> | | |
| <p><u>OM081612-14.3 Notice of Motion No. 145-08/09 Rates percentage targets for the next four (4) years. (Cr Stephen Hart)</u></p> <p><u>Recommendation</u></p> <p><i>That Council consider the content of this Notice of Motion.</i></p> | | |

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

OM081612-14 NOTICES OF MOTION**OM081612-14.1 *Notice of Motion No. 143-08/09 Fuel Reimbursements
(Cr Chris Smith)***

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on Tuesday 16 December 2008:

- “ 1. *That Council investigate the possibility of reimbursing all Councillors at the 4 cylinder vehicle rate regardless of engine size.*
2. *That Council investigate the ramifications of reducing the litres/100 km requirement for future Mayoral vehicles.”*

Recommendation

That Council consider the content of this Notice of Motion.

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**OM081612-14.2      Notice of Motion No. 144-08/09 Heathfield Estate Marengo  
(Cr Lyn Russell)**

**TAKE NOTICE** that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on Tuesday 16 December 2008:

*“Council notes that it owns land at the Heathfield Estate, Marengo of approximately eleven hectares in area. Council notes that the C29 planning amendment has included a proposal to rezone this land on the basis that the land would become part of an 18 hole golf course. Council notes that it is required to undertake a public consultation process before selling or exchanging Council land. Council resolves to undertake that process and invite the public to make submissions on:*

- i) whether or not the land should be sold or exchanged,*
- ii) whether or not Council should retain the land,*
- iii) how the land should be used if retained.*

*The public is to be given until close of business Friday 6 March 2009. Prior to that date, the Council is to hold a public meeting in Apollo Bay or Marengo to explain the current position. Submitters are to be invited to speak to their submission as per Section 223 of the Local Government Act.*

*Council is not to obtain the required valuation until the decision is made as to whether to sell or retain the land. If the land is retained, no valuation will be required*

**Recommendation**

***That Council consider the content of this Notice of Motion.***

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OM081612-14.3 *Notice of Motion No. 145-08/09 Rates percentage targets for the next four (4) years. (Cr Stephen Hart)*

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on Tuesday 16 December 2008:

“ Council aims to keep rate increases to a minimum, to limit the financial burden it imposes upon ratepayers.

Council asks the Chief Executive Officer to try to ensure that when budgets are formulated, the average rates bill (dollar figure per assessment), including the general rate and all charges on the rates notice, will increase by no more than three percent for each of the next four years.

During the process of drafting each year’s budget, the Chief Executive Officer is to provide Councillors with a proposal as to how this objective will be achieved.”

Recommendation

That Council consider the content of this Notice of Motion.

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**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:***

<b><i>SUBJECT</i></b>	<b><i>REASON</i></b>	<b><i>SECTION OF ACT</i></b>
<b><i>Proposed Sale of Land</i></b>	<b><i>Contractual Matter Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(d) Section 89(2)(h)</i></b>
<b><i>Accommodation Review</i></b>	<b><i>Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(h)</i></b>
<b><i>Road Management Matter</i></b>	<b><i>Legal Advice Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(f) Section 89(2)(h)</i></b>
<b><i>Land Management Issue</i></b>	<b><i>Contractual Matter Legal Advice Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(d) Section 89(2)(f) Section 89(2)(h)</i></b>
<b><i>Legal Advice</i></b>	<b><i>Legal Advice</i></b>	<b><i>Section 89(2)(f)</i></b>
<b><i>Appointment of Committee Member</i></b>	<b><i>Contractual Matter Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(d) Section 89(2)(h)</i></b>
<b><i>Staff Issue</i></b>	<b><i>Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(h)</i></b>
<b><i>Award Recipients</i></b>	<b><i>Matter may prejudice Council or any person</i></b>	<b><i>Section 89(2)(h)</i></b>